



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR  
ACADEMIC REGULATIONS FOR THE AWARD OF FULL TIME  
M.B.A. FINANCE DEGREE  
(WITH EFFECT FROM THE ACADEMIC YEAR 2012-13)**

The Jawaharlal Nehru Technological University Anantapur shall confer M.B.A Post Graduate degree(in Finance) to candidates who are admitted to the Master of Business Administration Programs and fulfill all the requirements for the award of the degree.

**1.0 ELIGIBILITY FOR ADMISSIONS:**

Admission to the above programme shall be made subject to the eligibility, qualifications and specialization prescribed by the University for each programme, from time to time.

- 1.1. Admissions shall be made either on the basis of merit rank obtained by the qualified candidates at an Entrance Test conducted by the University or on the basis of ICET score, subject to reservations prescribed by the University or Government policies from time to time.

**2.0 COURSE WORK:**

- 2.1 A Candidate after securing admission must pursue the M.B.A (Finance) course of study for Four Semesters duration.
- 2.2 Each semester shall be of 20 weeks duration including all examinations.
- 2.3 A candidate admitted to a programme should complete it within a period equal to twice the prescribed duration of the programme from the date of admission.

**3.0 ATTENDANCE**

- 2.4 A candidate shall be deemed to have eligibility to write end semester examinations if he has put in at least 75% of attendance on cumulative basis of all subjects/courses in the semester.
- 2.5 Condonation of shortage of attendance up to 10% i.e., from 65% and above and less than 75% may be given by the college on the recommendation of the Principal.
- 2.6 Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
- 2.7 If the candidate does not satisfy the attendance requirement, he is detained for want of attendance and shall reregister for that semester. He / she shall not be promoted to the next semester.

#### **4.0 EVALUATION:**

The performance of the candidate in each semester shall be evaluated subject wise, with a maximum of 100 marks for Theory and 100 marks for practicals, on the basis of Internal Evaluation and End Semester Examination.

- 4.1 For the theory subjects 60% of the marks will be for the External End Examination. While 40% of the marks will be for Internal Evaluation, based on the better of the marks secured in the two Mid Term-Examinations held, one in the middle of the Semester (I-IV units) and another immediately after the completion of instruction (V-VIII) units with Three questions to be answered out of four in 2 hours, evaluated for 40 marks.

\*Note: All the Questions shall have equal weightage of 10 marks and the marks obtained for 3 questions shall be extrapolated to 40 marks, any fraction rounded off to the next higher mark

- 4.2 For practical subjects, 60 marks shall be for the End Semester Examinations and 40 marks will be for internal evaluation based on the day to day performance.
- 4.3 For Seminar and case studies there will be an internal evaluation for 50 marks. A candidate has to secure a minimum of 50% to be declared successful. The assessment will be made by a board consisting of HOD and two internal experts at the end of the semester instruction.
- 4.4 Out of a total of 200 marks for the project work, 80 marks shall be for Internal Evaluation and 120 marks for the End Semester Examination. The End Semester Examination (viva-voce) shall be conducted by an External examiner nominated by the university, HOD & Supervisor as a committee. The evaluation of project work shall be conducted at the end of the IV semester. The Internal Evaluation shall be made by the departmental committee, on the basis of two seminars given by each student on the topic of his project.
- 4.5 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together.
- 4.6 In case the candidate does not secure the minimum academic requirement in any subject(as specified in 4.5) he has to reappear for the Semester Examination either supplementary or regular in that subject, or repeat the course when next offered or do any other specified subject as may be required.

#### **5.0 RE-REGISTRATION FOR IMPROVEMENT OF INTERNAL EVALUATION MARKS:**

Following are the conditions to avail the benefit of improvement of internal evaluation marks.

- 5.1 The candidate should have completed the course work for all four semesters pending Project work submission.
- 5.2 He should have passed all the subjects for which the Internal evaluation marks secured are more than 50%.

- 5.3 Out of the subjects the candidate who has failed in the examinations due to Internal evaluation marks secured being less than 50%, the candidate shall be given one chance for each Theory subject and for a maximum of **three** Theory subjects for Improvement of Internal evaluation marks.
- 5.4 The candidate has to re-register for the chosen subjects and fulfill the academic requirements.
- 5.5 For each subject, the candidate has to pay a fee equivalent to one third of the semester tuition fee and the amount is to be remitted in the form of D.D in favour of 'the Registrar, JNTUA' payable at Anantapur along with the requisition through the Principal of the respective college.
- 5.6 In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks as well as the End Examinations marks secured in the previous attempt(s) for the reregistered subjects stand cancelled.

## **6.0 CONDUCT OF PROJECT WORK:**

Every candidate shall be required to submit thesis or dissertation after taking up a topic approved by the college/ institute.

- 6.1 Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses of I, II and III Sem)
- 6.2 An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor and one internal senior expert shall monitor the progress of the project work.
- 6.3 The work on the project shall be initiated in the penultimate semester and continued in the final semester. The candidate can submit Project thesis with the approval of I.D.C. at the end of the IV semester Instruction as per the schedule. Extension of time within the total permissible limit for completing the programme is to be obtained from the Head of the Institution.
- 6.4 The student must submit status report at least in two different phases during the project work period. These reports must be approved by the I.D.C before submission of the Project Report.
- 6.5 The viva-voce examination may be conducted for all the candidates as per the IV semester examination schedule.
- 6.6 Three copies of the Thesis / Dissertation certified in the prescribed form by the supervisor & HOD shall be presented to the H.OD. One copy is to be forwarded to the University and one copy to be sent to the examiner.
- 6.7 The college shall submit a panel of three experts for a maximum of every 5 students. However, the viva voce examiners will be nominated by the University.

**7.0 AWARD OF DEGREE AND CLASS:**

A candidate shall be eligible for the award of the respective degree if he satisfies the minimum academic requirements in every subject including case studies, seminar and project work. Based on overall percentage of marks obtained the following class is awarded.

First class with Distinction:	70% or more
First class	below 70% but not less than 60%
Second class	below 60% but not less than 50%

**8.0 WITH – HOLDING OF RESULTS:**

If the candidate has not paid dues to the university or if any case of in-discipline is pending against him, the result of the candidate shall be withheld and he will not be allowed/ promoted into the next higher semester. The issue of degree is liable to be withheld in such cases.

**9.0 TRANSITORY REGULATIONS:**

Candidates who have discontinued or have been detained for want of attendance or who have failed after having undergone the course in earlier regulations and wish to continue the course, are eligible for admission into the unfinished semester from the date of commencement of class work with the same or equivalent subjects as and when subjects are offered, subject to 4.6 and 2.3 sections.

**10.0 GENERAL:**

- i. The academic regulations should be read as a whole for purpose of any interpretation.**
- ii. Disciplinary action for Malpractice/improper conduct in examinations is appended.**
- iii. There shall be no places transfer within the constituent colleges and affiliated colleges of Jawaharlal Nehru Technological University Anantapur.**
- iv. Where the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.**
- v. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.**
- vi. The University may change or amend the academic regulations or syllabi at any time and the changes or amendments shall be made applicable to all the students on rolls with effect from the dates notified by the University.**

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**RULES FOR DISCIPLINARY ACTION FOR MALPRACTICE / IMPROPER CONDUCT  
IN EXAMINATIONS**

	<b>Nature of Malpractices/Improper conduct</b>	<b>Punishment</b>
	<i>If the candidate</i>	
1.		
(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is to be registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.

4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
6.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.

7.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the impostor is an outsider, he will be handed over to the police and a case is registered against him.
8.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is to be registered against them.

9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions : (if the squad reports that the college is also involved in encouraging malpractices)
  - (i) A show cause notice shall be issued to the college.
  - (ii) Impose a suitable fine on the college.
  - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year.



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR  
ANANTAPUR**

**Course Structure and Detailed Syllabi (2012-13 onwards)**

**Master of Business Administration in Finance**

**MBA (Finance) Semester – I**

S. No	Course code	Subject	Th	Lab/Study	credits
1.	9E00101	Management & Organizational Behaviour	4	-	4
2.	9E00102	Managerial Economics	4	-	4
3.	9E00103	Financial Accounting for Managers	4	-	4
4.	12E00104	Business Environment and Law	4	-	4
5.	9EBS105	Statistical Methods for Management	4	-	4
6.	9E00106	Business Communication	4	-	4
7.	9E00107	Information Technology for Managers	-	3	2
8.	9E00108	Case Study - I	-	-	6
		contact periods/week	24	3	6
		total		33	28

**MBA (Finance) Semester – II**

S. No	Course code	Subject	Th	Lab/Study	credits
1.	9E00201	Human Resource Management	4	-	4
2.	9E00202	Financial Management	4	-	4
3.	9E00203	Marketing Management	4	-	4
4.	9E00204	Production and Operations Management	4	-	4
5.	9E00205	Management Information System	4	-	4
6.	9E00206	Business Research Methods	4	-	4
7.	9E00207	Operations Research	4	-	4
8.	9E00208	Case Study - II	-	-	6
		contact periods/week	28	-	6
		total		34	30

## MBA (Finance) Semester – III

S. No	Course code	Subject	Th	Lab/Study	credits
1.	9E00301	Business Ethics and Corporate Governance	4	-	4
2.	12E01301	Business Policy and Strategic Management	4	-	4
3.	12E01302	Working Capital Management	4	-	4
4.	12E01303	Cost and Management Accounting	4	-	4
5.	12E01304	Corporate Accounting	4	-	4
6.	12E01305a 12E01305b 12E01305c	Elective I Investment Banking Financial Institutions, Markets & Services Auditing and Accounting Standards	4	-	4
7.	12E01306a 12E01306b 12E01306c	Elective II Corporate Restructuring, Mergers and Acquisitions Investment and Portfolio Management Financial Engineering	4	-	4
8.	12E01307	Case Study - III	-	- 6	2
		contact periods/week	28	- 6	
		Total		34	30

## MBA (Finance) Semester – IV

S. No	Course code	Subject	Th	Lab/Study	credits
1.	12E01401	Entrepreneurship Development	4	-	4
2.	12E01402	International Financial Management	4	-	4
3.	12E01403a 12E01403b 9E00403a	Elective III Strategic Financial Management International Banking Financial Derivatives	4	-	4
4.	9E00307a 12E01404a 12E01404b	Elective IV Risk Management and Insurance Corporate Taxation Financial Analysis, Planning and Control	4	-	4
5.	12E01405	Case Study - IV		- 3	2
6.	12E01406	Seminar		- 3	2
7.	12E01407	Project Work		- 12	10
		contact periods/week	16	- 18	
		Total		34	30

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – I**

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**(9E000101) Management & Organizational Behaviour**

Objective of the course is to give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organisational Behaviour.

- 1. Role of Management** – Concept – Significance – Functions – Patterns of Management: Scientific – Behavioural – Systems – Contingency – Ethics and Social Responsibilities of Management – Management by Objectives.
- 2. Decision Making** – Process – Techniques- **Planning** – Process – Problems – Components – Making it Effective.
- 3. Controlling** - System of Controlling – Controlling Techniques – Making Controlling Effective – Organizing Process – Departmentation Types – Making Organizing Effective.
- 4. Organisational Behaviour** – Introduction - Understanding Individual Behaviour – Perception – Learning – Personality Types –Johari window- Transactional Analysis- Functional and Dysfunctional Behaviours.
- 5. Group Dynamics** – Benefits of Groups – Types of Groups – Group Formation and Development – Team Decision Making – Training Groups for Team Work.
- 6. Motivation** – Types of Motives – Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler – Motivating Managers and Workers.
- 7. Leadership** – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Women and Leadership.
- 8. Organizational Culture and Climate** – Change Management – Conflict Management – Organization Development.

**References:**

- Organisational Behaviour, Stephen P. Robbins, Pearson Education,2009
- Human Behaviour at Work, Keith Davis, Tata McGraw Hill,2009
- Management and Organisational behaviour, Pierce Gordner, Cengage,2009
- Principles of Management, Koonz,Weihrich and Aryasri, Tata McGraw Hill,2004
- Behaviour in Organizations, Jerald Green Berg & Robert A. Baron, Pearson Education,2008
- Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House,2008.
- Organisational Behaviour, Sarma, Jaico Publications,2009
- Management and Organisational Behaviour, Paul Hersey and Ken Blanchard, PHI,2009

**(9E00102) Managerial Economics**

Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing, Production and Costing from a broader perspective.

1. **Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist.
2. **Objectives of the firm:** Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.
3. **Basic economic principles** – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.
4. **Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand-Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques-Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.
5. **Production Analysis:** Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.
6. **Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.
7. **Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. **Pricing philosophy** – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.
8. **Profit Management:** Nature, scope, Theories of profit, Measurement policies, Cost – Volume-Profit Analysis.

**References:**

- Economics for Managers, Hirschey, Thomson, 2007.
- Managerial Economics, Gupta, TMH 2009.
- Managerial Economics, Economic Tools for Today's Decision Makers, Keat, Pearson Education, 2007
- Managerial Economics, Concepts and applications, Thomas Maurice:TMH 2006
- Managerial Economics—A Problem Solving Approach, Froeb:Thomson, 2007.
- Managerial Economics - Analysis, Problems, Cases, Mehta,P.L., Sultan Chand and Sons, New Delhi, 2001.
- Managerial Economics, Pearson Education, James L.Pappas and Engene F.Brigham: New Delhi, 2006.
- Managerial Economics, Suma Damodaran, Oxford, 2007.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – I**

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**(9E00103) Financial Accounting for Managers**

The Objective of the course is to provide the basic knowledge of book keeping and accounting and enable the students to understand the Financial Statements and make analysis financial accounts of a company.

**\* Standard discounting and statistical tables to be allowed in the examinations.**

1. **Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP).
2. **The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.
3. **Valuation of fixed assets:** Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation.
4. **Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.
5. **Issue of Shares and Debentures:** Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.
6. **Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.
7. **Financial Analysis -II** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis.
8. **Accounting Standards** Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), Creative Financial Practices and Issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

**References:**

- Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI,2009
- Financial Accounting Management An Analytical Perspective, Ambrish Gupta, Pearson Education- 2009
- Financial Accounting Reporting & Analysis, Stice & Stice, Thomson-2007
- Accounting –Text and Cases, Robert N.Anthony, David F.Hawkins and Kenneth A.Merchant, TMH, 2008.
- Accounting for Management, Vijaya Kumar,TMH, 2009
- Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2007.
- Financial Accounting, Weygandt, kieso, kimmel, 4/e, Wiley India Edition, 2006..
- Accounting for Managers, Made Gowda, Himalaya, 2009

MBA (Finance) Semester – I

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**(12E00104) Business Environment and Law**

The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere and also to enable students understand the legal framework of business.

**1. Introduction to Business Environment:** Definition- Characteristics of Business – Objectives of Business- Components of Business Environment

**2. Economic Environment of Business:** Nature of Economy- Economic System- Economic Environment factors- New Economic Policy – Industrial Policy- Monetary and fiscal policy – Balance of payments.

**3. India's Trade Policy** – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank.

**4. WTO:** Nature and scope - Organization and structure – trading blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning

**5. Law of Contract -1872:** Nature of contract and essential elements of valid contract, Offer and Acceptance.

**6. Companies Act, 1956:** Formulation and incorporation of Companies, Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company.



**7. Negotiable Instruments Act 1881:** Definition- Bills of Exchange - Promissory note - Negotiation, Acceptance and Presentment – Dishonor of Instrument- Noting and Presenting- Hundis.

**8. Information Technology Act, 2000:** Scope and application of IT act, 2000, Digital signature, e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers.

### **References**

- Indian Economy, Dutt and Sundaram, S. Chand, New Delhi, 2009.
- Essentials of Business Environment, K.Aswathappa, Himalaya, 2008.
- Business Environment, Francis Cherunilam, Himalaya Publishing House, 2010
- Business Environment – Text and Cases, Justin Paul, TMH, 2009
- Business Environment, Saleem, Pearson, 2008
- Recent Economic Survey Report of Government of India.
- Mercantile Law, N.D.Kapoor, Sultan Chand & Sons, 2006.
- Mercantile Law, S.S. Gulshan, 3/e, Excel Books,
- A Manual of Business Laws, S.N.Maheshwari & Maheshwari, Himalaya.2008
- Mechantile Law, Garg, Sareen, Sharma, Chawla, Kalyani, 2009
- Business Law, Chandra Bose, PHI , 2008

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – I**

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**(9EBS105) Statistical Methods for Management**

The objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

**\* Standard discounting and statistical tables to be allowed in the examinations.**

**1. Meaning and definition of Statistics** – Nature, Scope, Significance of statistics and mathematics – **Sources of data** – Types of data – Methods of data collection – Classification and Tabulation of data – Types of classification and tables – Rules of classification and tabulation.

**2. Frequency distribution** – Importance and different types of graphs and diagrams – Sampling techniques and sources.

**3. Measures of Central Tendency:** Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.

**4. Correlation:** Introduction, Significance and types of correlation – Methods of correlation – Co-efficiency of correlation.

**5. Regression analysis** – Meaning and utility of regression analysis – Comparison between correlation and regression – Interpretation of regression coefficients.

**6. Probability** – Meaning and definition of probability – Significance of probability in business application – Theories of probability – Addition and multiplication – Conditional laws of probability – Binominal – Poisson – Uniform – Normal and exponential distribution.

**7. Derivatives:** Derivative: Basic laws of derivative – Derivatives of some important functions – Higher order derivatives.

**8. Differentiation :** Calculation of certain limits through derivative – Marginal profit – Elasticity of demand with respect the price.

**References:**

- Statistics for Management, Richard I Levin, David S.Rubin, Pearson, 2008
- Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai.
- Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 2008
- Statistics for Management, P.N.Arora, S.Arora, S.Chand
- Mathematics for Management, Raghavachari.M, Tata McGraw Hill
- Statistics for Management , Lerin, Pearson Company, New Delhi.
- Business Statistics for Contemporary decision making, Black Ken, New age publishers, New Delhi.
- Quantitative Techniques for Decision Making, M.P.Gupta, PHI, 2009.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – I**

<b>Th</b>	<b>C</b>
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**(9E00106) Business Communication**

The objective of this Course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

**1. Concept of Communication** – Significance, Scope and functions of Business Communication – Process and dimensions of communication – Essentials of good communication – Channels of communication – Formal, informal communication – Upward, Downward, Horizontal communication – Grapevine Phenomenon.

**2. Types of communication: Verbal – Oral Communication:** Advantages and limitations of oral communication, written communication – Characteristics, significance, advantages & Limitations of written communication.

**3. Non verbal Communication:** Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.

**4. Interpersonal communication** – Interpersonal communication – Communication models: Exchange theory – Johari window – Transactional analysis, Communication styles.

**5. Managing Motivation** to Influence Interpersonal communication – Inter-personal perception – Role of emotion in inter personal communication.

**6. Barriers to communication:** Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers. Listening – Types of listening – Tips for effective listening.

**7. Report writing** – Formal reports – The elements of clear writing – Writing effective letters – different layouts of business letters – Informal reports – Writing good news and bad news – Meetings and oral presentations.

**8. Interview** – formal – informal – interview techniques – Communication etiquettes.

**References:**

- Business Communication, Meenakshi Raman, Oxford University Press.
- Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
- English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
- Business Communications,Hudson,5/e,Jaico Publications
- Business communication for managers, Penrose, Raspbery, Myers, Cengage
- The Skills of Communication, Bills Scot, Gower publishing company Limited, London.
- Effective Communication, Harward Business School, Harward Business Review No.1214.
- Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – I**

**Lab C**  
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**(9E05107) Information Technology for Managers**

The Objective of the course is to provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS.

The Experiments may be devised as per the following requirements

- 1. Study of evolution of computers** - Generations – Computer Networks – Applications of computers in Management – Internet, E-Commerce, E-Business.
- 2. MS-Word**-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web.
- 3. MS Excel**-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.
- 4. Data Analysis with Statistical Tools**-Use of Financial Tools-Use of other functions in Excel for data analysis.
- 5. MS Power Point**-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics.
- 6. Developing a Professional presentation** on Business Plans, Institutions, Products, People etc.,
- 7. MS Access**-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.
- 8. Overview of SPSS**-Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package.

**References:**

- Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill,2009
- V.Rajaraman-Introduction to Information Technology, Prentice Hall India, 2008
- Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009
- George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009
- Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI, 2007.
- Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
- Lambet, Lambert III & Preperneau, Microsoft Office Access 2007 Step-by-Step, First Edition, Prentice Hall India, 2007.
- David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press, 2007.

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**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – I**

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**(9E00108) Case Study – I**

The Objective of the course is to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

Internal Evaluation (for 50 marks): At least two cases per subject shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal evaluation marks.

**(9E00201) Human Resource Management**

The objective of the course is to provide basic knowledge of functional area of Human Resource Management. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

**1. Human Resource Management:** Gaining a Competitive advantage – Responsibilities and Roles HR Departments perform – Changing nature of the HRM function – Competitive Challenges influencing HRM – Meeting competitive challenges through HRM practices.

**2. HRM and Competency Building** – HRM and Change Management – HR as a Strategic Business Partner – The role of HR in providing Sustainable competitive advantage.

**3. Human Resource Process:** Objectives and Process – Job Analysis and Design – Acquisition and preparation of HR – Selection and placement process – Types of interviews – Effectiveness of Interviews – Socialising, Orienting and Developing Employees.

**4. HR Training:** Employee Training – Determining Training needs – Training approaches – Employee Development – Job shadowing – Employee Development Methods – Evaluating Training and Development Effectiveness.

**5. Managing Careers:** Career Development versus Employee development – Career Development – Value for the organization and individual – Career stages – Career Choices and Preferences – Holland Vocational Preferences Model – The Schein's anchors – Myers Briggs Typologies – Mentoring and Coaching.

**6. Performance Management:** An organizational model of Performance Management (PM) – Purposes of Performance Management – Performance Measures criteria – Approaches to measuring performance – Performance Appraisal Methods – Performance feedback – Performance Management and Pay Performance Management for Teams.

**7. Contemporary Issues in HRM:** Work Life Balance - Diversity Management – Talent Management – Quality of Work Life – HR issues in Mergers and Acquisitions. HR – Competency Mapping – Employer Branding – Employee Branding – HR Scorecard – Whistle blowing Policy.

**8. Industrial Relations:** Dynamics – Outsourcing – Implication of Globalization to HRM Function and Functionaries.

### References

- Human Resource Management, Bohlander, 10<sup>th</sup> Edition, Thomson 2006,.
- Human Resource Management, Dessler Gary, 10<sup>th</sup> Edition, Pearson/Prentice Hall of India 2006,.
- Human Resource Management, Aswathappa, 4<sup>th</sup> Edition, TMH 2006,
- Human Resource Management, R.Wayne Mondy, Robert M.Noel,Pearson
- Personnel and Human Resource Management – Text and cases, Subbarao, Himalaya, 2009
- Human Resource Management, Noe A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.
- Human Resource Management a case study approach, Muller Jaico Publishers,2008
- Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – II**

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**(9E00202) Financial Management**

The objective of the course is to provide the necessary basic tools for the students so as to manage the finance function. The students should be able to understand the management of the financing of working capital needs and the long term capital needs of the business organization

**\* Standard Discounting Table and Annuity tables shall be allowed in the examination**

**1. The Finance function:** Nature and Scope-Evolution of finance function – The new role in the contemporary scenario – Goals of finance function – maximizing vs satisfying (School); Profit Vs Wealth Vs Welfare; the agency relationship and costs – The new debate on maximizing Vs satisfying-Wealth maximization and Risk-Return trade off.

**2. The Investment Decision:** Investment decision process – Project generation, project evaluation, project selection and project implementation-Developing Cash Flow Data-Using Evaluation Techniques – Traditional and DCF methods-The NPV Vs IRR Debate-Approaches for reconciliation.

**3. Capital budgeting and Risk:** Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficients, Probability tree approach – Sensitivity analysis.

**4. The financing Decision:** Sources of finance – a brief survey of financial instruments. Concept and financial effects of leverage. The capital structure decision in practice: EBIT-EPS analysis. Cost of capital: The concept – Average Vs Marginal cost of Capital. Measurement of cost of capital – Component Costs and Weighted Average Cost.

**5. The Dividend Decision:** Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon, Walter and Lintner – The basic dividend theorems for valuation. Dividend policies of Indian Companies.

**6. Current Assets Management:** Concepts and characteristics of working capital. Factors determining the working capital. Estimating working capital requirements-Working capital policy-Management of current assets – Cash, Receivables and Inventory. Cash budget, Receivables policy, Credit terms – Financing current assets – Customers credit-Short term bank finance – Bank norms for working – Capital financing.

**7. Corporate Restructures:**Corporate Mergers and acquisitions and take-overs-Types of Mergers – Economic rationale for Mergers, motives for mergers, Financial Evaluation of Mergers – different approaches for valuation.

**8. Corporate Value based management systems** – Approaches – Principles of good corporate Governance.

**References**

- Financial Management--Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill, 2007
- Managerial Finance, Gitman L.J., 11<sup>th</sup> Edition, Pearson Education 2006.
- Principles of Corporate Finance, Richard A Brealey et al., Tata McGraw Hill 2007.
- Fundamentals of Financial Management, Chandra Bose D, PHI-2006
- Corporate Finance: Theory and Practice, Vishwanath.S.R.2007, 2/e, Sage Publications.
- Financial Management – Text and cases, Bringham & Ehrhardt, Cengage, 2005
- Case Studies in Finance, Bruner.R.F.2007, 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi.
- Financial Management, I.M. Pandey, Vikas Publishers.



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – II**

<b>Th</b>	<b>C</b>
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**(9E00203) Marketing Management**

The objective of the course is to have the basic concepts of Marketing which is one of the important areas of functional management. This is a pre-requisite for taking up any elective paper in 3<sup>rd</sup> and 4<sup>th</sup> semester in the stream of Marketing.

- 1. Introduction to Marketing:** Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment.
- 2. Market Segmentation and Targeting:** Identification of Market Segments – Consumer and Institutional/corporate Clientele – Segmenting Consumer Marketing, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.
- 3. Product Management:** Product Life Cycle, PLC as a tool for Marketing Strategy, Constituents of a Product, Core Product, Augmented Product, Differentiated Products, Potential Product, Product Line, Product Mix, Product-line decisions, Brand decisions.
- 4. New Product:** Classification of new products, New product development, Idea Generation, Idea screening, concept testing, business analysis, market testing, commercialization.
- 5. Pricing Strategy:** Objectives of pricing, methods of pricing, selecting the final price, adopting price, initiating the price cuts, imitating price increases, responding to Competitor's price changes.
- 6. Sales and Distribution Management:** Advertising and Sales promotion – Channel function and flows, channel levels, channel management decisions, types of retailers, trends in retailing, the growth and trends in wholesaling. Sales force and sales agency – Advantages and disadvantages.
- 7. Marketing Communication:** Communicating Value – Role of Marketing Communication – Developing Effective Communication – Marketing Communication Mix – Managing the Integrated Marketing Communications process – Managing Mass Communication.
- 8. Direct Marketing:** Word of mouth - Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation. Socially Responsible Marketing – Internal Marketing - Rural Marketing.

**References:**

- Marketing Management, Phillip Kotler, 11/e, Pearson, 2007
- Marketing Management, Rajan Saxena, TMH, 2008.
- Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin, 2007.
- Case Studies in Marketing, The Indian Context, Srinivasan, PHI, 2009
- Marketing, Lamb, Hair and McDaniel, 7/e, Thomson Publishers, 2006.
- Marketing Management, V.S. Ramaswamy and S. Namakumari, 3/e McMillan, 2003.
- Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2008
- Introduction to Marketing theory and practice, Adrian Palmer , Oxford University Press 2007

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**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – II**

<b>Th</b>	<b>C</b>
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**(9E00204) Production and Operations Management**

The Objective of the course is to enable students to understand the production Planning and Controlling aspects of a typical production and operations organization. To study understand the concepts of work study and Quality management.

- 1. Introduction:** Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario Today.
- 2. Product and Process Design:** Product and Process Development, Manufacturing Process Technology, CAD/CAM.
- 3. Facilities Management:** Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Flexible Manufacturing and Group Technology.
- 4. Aggregate Planning:** Preparation of aggregate demand Forecast, Specification of Organizational Policies for Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.
- 5. Scheduling:** Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production, Line balancing Lob, Methods of Production Control.
- 6. Work Study :** Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques.
- 7. Productivity:** Basic Concepts, Productivity Cycle, Productivity Engineering and Management, Total Productivity Model.
- 8. Quality management:** Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes -Total Quality Management - ISO 9000 series standards, Six Sigma.

**References:**

- Operations Management for Competitive Advantage, Chase, Aquilano, Jacobs: Tata McGraw Hill
- Modern Production/Operations Management, Elwood S.Buffa and Rakesh K.Sarin,Wiley India.
- Production and Operation Management, Aswathappa K Himalaya Publishing House, Mumbai.
- Operations Mangement, James R.Evans and David A.Collier, Cengage, 2009 Production and Operations Management, R. Panneerselvam: PHI Learning Private Limited.
- Production and Operations Management, SN Chary, Tata McGraw Hill, New Delhi, 2008.
- Operations Management, Mahadevan, Pearson Education, New Delhi.
- Production and Operations Management-Text and Cases, Upendra Kachru, Excel Books, New Delhi.

**(9E00205) Management Information System**

The objective of the course is to provide the basic concepts of systems concepts and Management of Information System and utility of the systems for the managerial decisions.

- 1. Introduction to MIS** – Importance of information for management decisions – Systems Approach and Information – System Development – Information System Architecture – Quantitative Techniques and Management Information Systems interfacing.
- 2. Physical design of computer sub-systems.** Database design, File design, input, out put and procedure design and system security.
- 3.MIS development** – process – system development – System Life cycle method Structured Development method, and prototype method – Soft ware development.
- 4. Information Systems – Computers in Management – MIS Office automation – Decision Support System – Expert system- Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS).**
- 5. Implementation, Evaluation and maintenance of MIS** – Pitfalls in MIS development. System modeling for MIS. System engineering methodology for MIS problem solving.
- 6.Control:** Testing security – coding techniques – detection of error – validation –cost benefit analysis – assessing the value and risk of information systems.
- 7. System Audit:** Software engineering qualities – design, production, service, software specification, software metrics, software quality assurance.
- 8. Systems methodology** – objectives – Time and Logic, Knowledge and Human dimension – software life cycle models – verification and validation.

**References:**

- Management Information Systems, C Laudon and Jane P.Laudon, et al, 9/e, PHI and Pearson Education, 2005.
- Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill , 2009
- Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India, 2006.
- Management Information Systems, James A. Obrein, Tata McGraw-Hill , 10/e, 2006.
- Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books, 2006
- Cases in MIS, Mahapartra,PHI, 2009
- ERP (Demystified), Alexis Leon, 5/E, Tata McGraw-Hill, 2006.
- Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw-Hill , 2006.

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – II**

<b>Th</b>	<b>C</b>
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**(9E00206) Business Research Methods**

Objective of the course is to have a general understanding of statistics as applicable to business and its use in areas of management research. The Course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making. It allows the students to grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.

**\*Standard Statistical tables shall be allowed in the examination**

**1. Introduction: :Business Research:** Definition-Types of Business Research. Scientific Investigation: The Building Blocks of Science in Research-Deduction and Induction. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models.

**2. Technology and Business Research:** Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions Ethics in Business Research: Ethical Treatment of Participants-Informed Consent, Rights to Privacy, Confidentiality.

**3. The Research Process:** Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework- -Components of Theoretical Framework - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis.

**4. The Research Design:** Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study -Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity- Content Validity, Criterion Related Validity and Construct Validity.

**5. Collection and Analysis of Data** Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews.

**6. Observational Surveys:** Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.

**7. Data Analysis:** An overview of Descriptive, Associational and Inferential- Statistical Measures.

**8. The Research Report:** Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report Oral Presentation- Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

**References:**

- Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pte.Ltd, Singapore, 2003.
- Business Research Methods, Donald R Cooper and Pamela S Schindler,9/e,Tata McGraw-Hill Publishing Company Limited, New Delhi, 2009
- Business Research Methods, William G. Zikmund, 7/e, Cengage, 2008.
- Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
- Research Methodology – methods & Techniques, C.R. Kothari, Vishwa prakashan, New Delhi. 2008
- An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill.
- Research Methodology in Management , Michael, V.P., Himalaya Publhsing House.
- Research Methodology, Dipak Kumar.Bhattacharya,Excel Books, 2006

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – II**

<b>Th</b>	<b>C</b>
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**(9E00207) Operations Research**

The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

**1.Quantitative Analysis:** Nature and Scope – Quantitative Analysis as A frame work for Managerial Decisions; Analysing and Defining the Problem, Developing A Model, Selecting the Inputs, Coming Up With A Solution, Quantifying the Model and the Solution, Putting the Model to Work, Relationship Between the Quantitative Specialist and the Manager, Typical Applications of Operations Research .

**2.Linear Programming:** Introduction to Maximization and Using Graphic Methods, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, the Simplex Solution to A Minimizing Problem.

**3.Transportation Models:** Definition and Application of the Transportation Model, Solution of the Transportation Problem.

**4.Assignment Model:** Definition and application of Assignment model - Traveling Salesman Problem.

**5.Game Theory:** Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

**6.Sequencing:** Introduction – Optimal solution for processing ‘n’ jobs through two machines and ‘n’ jobs through three machines – Processing two jobs through ‘m’ machines.

**7.Queuing Theory:** Basic Elements of the Queuing Model, of the Poisson and Exponential Distributions, Queuing With Combined Arrivals and Departures, Queues With Priorities For Service, Tandem Or Series Queues, Queuing Decision Models.

**8. P.E.R.T. & C.P.M.** and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.

**References:**

- Operations Research: Theory and Applications, J. K. Sharma, Macmillan India, 2007.
- Quantitative Analysis for Management, Barry Render, Ralph M. Stair, Jr. Michael E.Hanna, 9/e PHI Pvt. Ltd New Delhi 2007.
- Quantitative Techniques in Management, N.D.Vohra, TMH, New Delhi, 2007
- Operations Reserch, Premkumar Gupta, Hira, S.Chand, 2008
- Operations Research, Winston,Cengage, 2008
- Operations Research: An Introduction, Hamdy, A.Taha, Prentice-Hall of India; New Delhi 2007.
- Introduction To Operations Research: A Computer-Oriented Algorithmic Approach, Bill E Gillett, Tata Mc-Graw Hill, New Delhi, 2006.



**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR**  
**MBA (Finance) Semester – II**

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**(9E00208) Case Study – II**

The Objective of the course is to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

Internal Evaluation (for 50 marks): At least two cases per subject shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal evaluation marks.