

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANANTAPUR
ANANTAPUR**

Course Structure and Syllabi for Pre Ph.D

MANAGEMENT

(Revised on 13-02-2012)

PART - I

Choose any **one** subject of the following

Note: This syllabus in the Faculty of Management is applicable for the batches admitted from Academic Year 2011- 12 onwards

S.NO	PAPER	PAPER CODE
1.	Principles of Management & Organisational Behaviour	09PH55106
2.	Strategic Management	09PH55102
3.	Total Quality Management	09PH55103
4.	International Business	09PH55104
5.	Business Ethics and Corporate Governance	09PH55105

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANTAPUR
ANANTAPUR**

Pre-Ph.D - MANAGEMENT

(09PH55106) PRINCIPLES OF MANAGEMENT & ORGANISATIONAL BEHAVIOUR

Chapter 1: Management – Definition, Scope, functions and Principles – Challenges of Management Ethics and Social Responsibilities – MBO

Chapter 2: Perspectives of Management – Theories of and approaches to Management.

Chapter 3: Planning : Nature, Objectives and Steps – Types of Planning and Process; Organising – Definition, Organisation Designs and structures, Departmentation.

Chapter 4: Decision Making – Definition, Process and methods of decision making; Controlling – Definition, Process; Control systems and feedback and feedforward systems.

Chapter 5: OB – Introduction – nature and scope; Individual and organisational goals – Perspectives of human behaviour – Behavioural approaches – Variables in behaviour – Behavioural Analysis.

Chapter 6: Motivation – Definition, types of motives – Theories of Motivation, Motivating workforce – Perception – Definition and scope – perceptual Models – Learning Process – creativity and creative Thinking.

Chapter 7: Leadership – Definition, scope and significance – Styles and Approaches to Leadership – Dimensions of Leadership Personality – Definition and types of personality – Personality Processes and stages – Transactional Analysis.

Chapter 8: Group Dynamics-Types and benefits of Groups – Group formation and development – Team decision making and training groups for team work – organisation Culture and climate – Change management – conflict management – organisation Development.

REFERENCES:

1. Koontz and O'Donil "Essentials of Management" McGrawHill, 2012.
2. Robbins: Management, 7/e, Pearson Education, 2010.
3. Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House, 2008.
4. Luthans, Fred, Organisational Behaviour, 9/E, McGrawHill, 2010.
5. Organisational Behaviour, Stephen P. Robbins, Pearson Education, 2009
6. Organisational Behaviour, Sarma, Jaico Publications, 2009

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Pre-Ph.D - MANAGEMENT**

(09PH55102) STRATEGIC MANAGEMENT

1. Introduction- Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Concepts of Core Competence, Crafting a strategy.
2. Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Strategy and Competitive advantage.
3. Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, Market Life Cycle Model - Capability Maturity Model (CMM) and Organisational Learning, Impact Matrix and the Experience Curve, Generic Strategies.
4. Strategy Formulation : Strategy Framework For Analysing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies : Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations.
5. Strategy Implementation : Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organisational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.
6. Turnaround Strategy, Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures.
7. Diversification Strategy : Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.
8. Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

References:

- **Crafting and Executing Strategy: Concepts and Cases** by Thompson, Gamble, Jain, 14/e, TMH, 2009.
- **Strategic Management Concepts and Cases** by Fred R.David 12/e, PHI, 2008
- **Concepts in Strategic Management and Business Policy** by Wheelen & Hunger, Pearson Education, New Delhi, 2008.
- **Strategic Management** by Text and Cases, V.S.P. Rao, Excel, 2008.
- **Strategic Management** by Ireland, Hoskinsson, Hitt, Cengage, 2009

Syllabi for Pre-Ph.D/Management

- **Strategic Management – Theory and Application by** Habergerg, Rieple, oxford, 2008
- **Strategic Management by** P. SubbaRao, Himalaya,2009
- **Business policy and strategic management by** Sukul Lomash, P.K.Mishra, Vikas, 2009
- **Strategic Management by** Katsioloudes,Elsevier,2009
- **Fundamentals of Strategic Management by** Parthasarathy, Biztantra, 2009.
- **Strategic Management- creating value in a Turbulent World,Peter Fitzroy by** Herbert, Wiley, 2009.

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Pre-Ph.D – MANAGEMENT**

(09PH55103) TOTAL QUALITY MANAGEMENT

1. **Introduction-** Gurus of TQM,- Historic Review,- Benefits of TQM- Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils-Strategic Planning
2. **Customer Satisfaction-**Customer perception of Quality-service Quality,-Customer Retention- Employee Involvement-Employee survey-Empowerment-Gain sharing-Performance Appraisal.
3. **Principles and Practices:** Continuous process Improvement,- the Juran trilogy,- The PDCA Cycle-Kaizen- Reengineering. Supplier Partnership- Partnering-Sourcing-Supplier Selection-Supplier rating-Performance Measures-Basic concept-Strategy-Quality cost- Bench marking- reasons for bench marking-Process-Understanding current performance-Pitfalls and criticism of benchmarking.
4. **Tools and Techniques-I:** Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Capability Maturity Model Levels,Quality Function Deployment-The voice of the Customer-Building a House of Quality-QFD Process.
5. **Tools and Techniques-II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness.
6. **Total Productive Maintenance:** promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups – Quality Circles.
7. **Management Tools:** Management Tools,-Introduction-Forced field Analysis-Tree diagram- Process decision Program Chart-Statistical Process Control-Cause and Effect diagram-Histogram-state of control – Six Sigma Process.
8. **Process:** Capability- Experimental Design-Hypothesis-Orthogonal Design-Two factors and Full factors-Quality Strategy for Indian Industries-Quality Management in India.

References

- **Quality Management, Howard S Gilton by Alan J Oppenheim TMH, 2008.**
- **Total Quality Management by Dale H.Besterfeild, carlon Besterfeild Pearson Education, 2008**
- **Total Quality Management Texts and Cases by Sridhara bhat Himalaya, 2009.**
- **Total Quality Management, Shailendra Nigam Excel, 2009**
- **Quality Management by Kanishka Bedi: Oxford, 2008.**
- **The Management and Control Of Quality, James R.Evans, M.Lindsay: Cengage, 2009.**
- **Introduction to Quality Assurance by Pradeep V.Mehta New Age publication, 2008.**
- **Implementing ISO 9001-2000 by Divya Singhal PHI, 2008**

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Pre-Ph.D – MANAGEMENT**

(09PH55104) INTERNATIONAL BUSINESS

- 1. Anatomy of International Business Environment** – International Economic, Political, Technological, Legal, Social and Cultural – Frame Work.
- 2. International Trade regulatory Frame Work** – Trade Barriers – Export Promotion and Import Substitution.
- 3. Regional Trade Organizations**, their Impact on International Business. Role of World Trade Organisation (W.T.O.), Its Impact on International Business.
- 4. International Financial Frame Work** – Balance of Payment – Foreign Exchange Market Mechanism – Exchange rates, risk management.
- 5. Export Financing** – International Liquidity. Role of IMF, World Bank, IBRD in International Business, Foreign Direct Investments.
- 6. Organizing For International Business** – Strategies and Issues in International Human Resource Management and Development, Staffing policy, managing the Expatriates.
- 7. Creation of Global Structure** – Developing Global Competitiveness, International Business Standards, International marketing strategies in different stages of product life cycle.
- 8. Economic Zones:** Objectives, Foreign Trade Zone, Economic Processing Zone, Free Zone, Special Economic Zone, Net Foreign Exchange Earning.

References:

- **International Business- Environments and operations** by Daniells, Radebangh, Sullivan, Salwan, Pearson, 2009
- **Internatinal Business** by Cherunilam, 4/e, PHI
- **Intrnational Business** by Hill, Jain, 6/e, TMH
- **Internatinal Business** by Shyam Shukla, Excel, 2008
- **International Business** by P.Subbarao, 2/e, Himalaya
- **Internatinal Business** by Justin Paul, 4/e, PHI
- **International Business** by Joshi, Oxford, 2009
- **International Business** by Czinkota, Moffett, 7/e, Cengage
- **International Business** by Cavusgil, Knight, Riesenberger, Pearson, 2009
- **International Business** by Chandran, 2/e, Jaico
- **Elements of International Business** by S.N.Chary, Wiley, 2009

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Pre-Ph.D – MANAGEMENT**

(09PH55105) BUSINESS ETHICS AND CORPORATE GOVERNANCE

1. **Ethical theories and Approaches** - Modern Decision making - Ethical Models for Decision Making.
2. **Marketing Ethics:** Marketing ethics - advertising ethics - ethics in business competition.
3. **Ethical Aspects in HRM:** Ethics in Selection – Training and Development – Ethics at work place – Ethics in performance appraisal.
4. **Ethics in Finance:** Insider trading - ethical investment - combating Frauds.
5. **Ethical issues in Information Technology:** Information Security and Threats – Intellectual Property Rights – Cyber crime.
6. **Corporate Governance:** Purpose – Theories and Philosophies of Corporate Governance.
7. **Corporate Governance Structures and Processes:** Directors – committees - Institutional investors – Auditors.
8. **Corporate Social Responsibility:** Stakeholders – Environment – social Development.

References:

- **Business Ethics –An Indian perspective** by Fernando, Pearson Education, 2009
- **“Perspectives in Business Ethics”** by Laura P Hartman, 2nd ed. Tata McGraw Hill.
- **Bob Tricker, Corporate Governance** by Oxford, 2009
- **Corporate Governance and Social responsibility** by Balachandran, Chandrasekharan, PHI
- **Business Ethics -Concepts and Cases** by Weiss, Cengage, 2009
- **Business Ethics** by Himalaya, C.S.V.Murthy, 2008
- **Ethical Management** by Satish Modh, Mcmillan, 2005
- **The Theory and practice of Managerial Ethics** by Jayashree sadri, Dastoor, Jaico, 2008.
- **Case Studies in Business Ethics** by Al Gini, Alexei M. Marcoux, Pearson, 2009
- **Business Ethics, Crane** by Matten, 2/e, Oxford, 2009
- **Ethical Choices in Business** by R.C.Sekhar: Response Books, 2007.
- **Ethics in Management and Indian Ethos** by Biswanath Ghosh, Vikas, 2009

PART – II

Choose any **one** subject of the following

S.NO	PAPER	PAPER CODE
1.	Strategic Human Resource Management	09PH55201
2.	International Human Resource Management	09PH55202
3.	Labour Legislation	09PH55203
4.	International Financial Management	09PH55204
5.	Security Analysis and Portfolio Management	09PH55205
6.	Risk Management and Insurance	09PH55206
7.	Services Marketing	09PH55207
8.	Retail Marketing	09PH55208
9.	Customer Relationship Management	09PH55209
10.	Logistics and Supply Chain Management	09PH55210
11.	Advanced Operations Research	09PH55211
12.	Production Planning and Control	09PH55212
13.	Decision Support System	09PH55213
14.	Entreprise Resource Planning	09PH55214
15.	E-Commerce	09PH55215

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANTAPUR
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Pre-Ph.D – MANAGEMENT**

(09PH55201)STRATEGIC HUMAN RESOURCE MANAGEMENT

1. Strategic role of HRM, Planning and Implementing Strategic HR policies, HR Strategies to increase firm performance.
2. Investment perspectives of HR- investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Nontraditional investment Approaches.
3. Managing Strategic Organizational renewal- Managing change and OD, instituting TQM Programmes, Creating Team based Organisations, HR and BPR, Flexible work arrangement.
4. Establishing Strategic pay plans, Determining periods, Establishing periods, Pricing Managerial and professional jobs, Compensation trends, Objectives of international Compensation, Approaches to international Compensation, Issues related to double taxation. Cases.
5. Managing Global Human Resources-HR and the internationalization of business, Improving international Assignments through selections.
6. Training and maintaining international Employees, Developing international Staff and Multinational Teams.
7. Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities.
8. Repatriation: Repatriation Process – issues of repatriation implementation.

References

- **Human Resource Management** by Gary Dessler, PHI, New Delhi, 2008.
- **Strategic Human Resource Management** by Charles R. Greer Pearson Education, 2009.
- **Managing Human Resources** by Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, PHI, 2006.
- **International Human Resource Management** by Peter J. Dowling, Denice E. Welch, Randall S. Schuler Thomson South-Western, 2009.

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Pre-Ph.D - MANAGEMENT**

(09PH55202)INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- 1. International Human Resource Management concept**, expanding role – Global issues and challenges.
- 2. Human and Cultural Variables in Global Organizations** – Cross Cultural Differences – Cross – Cultural Research Methodologies – Hofetede’s Hermes Study, Managerial Implications.
- 3. International staffing** – Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment- Training Expatriation – Repatriation.
- 4. Compensation Practices** – Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN`S and TCN`S.
- 5. Appraisal in the Global Perspective**, Programmes and Agencies - Evaluation of Global HRM Practices.
- 6. Training and development** – Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issues.
- 7. International Industrial Relations** – Trade Unions, Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management.
- 8. People Management** – USA – European Countries, Asian Countries and Middle East.

References:

- **International Human Resource Management by** Aswathappa,TMH,2009
- **International Human Resource Management by** Tony Edwards & Chris Rees, Pearson,2008
- **Internal Human Resource Management by** Rao P.L, Excel.2008
- **International Human Resource Management by** Subba Rao P, Himalaya,2008
- **International Dimensions of Organizational Behaviour by** Adler N.J, Kent
- **International Dimension of Human Resource Management by** Dowling P.J, Thomson/Cengage,2009

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Pre-Ph.D - MANAGEMENT**

(09PH55203) LABOUR LEGISLATIONS

- 1. Labour Legislations** – Meaning, Importance and Relevance to HRM. Introduction to the environment and scope of legislations Relating to Employment and Working conditions; Social Security; Trade Unions.
- 2. Legislations Relating to Employment and Working conditions:**
 - a. The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959.
 - b. The Industrial Employment (Standing Orders) Act, 1946.
 - c. The Factories Act, 1948.
- 3. Legislations relating to Social Security:**
 - a. The Employees State Insurance Act, 1968.
 - b. The Employees Provident Fund Act, 1952.
 - c. The Payment of Gratuity Act, 1972.
 - d. The Workmen Compensation Act, 1923.
 - e. The Maternity Benefit Act, 1961.
- 4. Legislations Relating to Trade Unions:**
 - a. The Trade Union Act, 1926.
 - b. The Industrial Disputes Act, 1946.
- 5. Legislations relating to Wages:**
 - a. The Minimum Wages Act 1948
 - b. The Payment of Wages Act 1936
 - c. The Payment of Bonus Act 1956
 - d. The Equal Remuneration Act 1976
- 6. Legislations relating to other aspects:**
 - a. The Contract Labour (Regulation) Act
 - b. The Mines Act
 - c. The Plantations Act
- 7. Labour Welfare Legislation** and Industrial Sociology and Labour Welfare: Concept and Philosophy of Labour welfare. Theories of labour welfare. Role of labour welfare officers. Role of trade unions. Employers and the state in labour welfare, labour welfare and environmental pollution.
- 8. Analysis** implications of above legislations for Management, Unions, Employees, Customers, Government and the Society.

References:

1. “**Essentials of Human Resource Management and Industrial Relations**” by P. Subba Rao, Himalaya Publishing House.
2. “**Industrial Relations**” by Arun Monappa, Tata McGraw Hill Publishing Co., New Delhi, 1996

3. **“Industrial Relations – Conceptual and Legal Frame Work”** by Sarma A.M. Himalaya Publishing House, Mumbai, 1989.
4. **“Industrial Relations and Labour Legislations”** by Tripathi P C, Sultan Chand & Sons, New Delhi.
5. **“Industrial Relations and Labour Legislations”** by Srivastva, Vikas Publishing House, New Delhi.
6. **“Industrial Relations and Labour Legislations”** by Sinha & Sinha Oxford IBH, New Delhi.
7. **“Industrial Relations and Labour Legislations”** by Tripathi P C, Sultan Chand & Sons, New Delhi.

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Pre-Ph.D - MANAGEMENT**

(09PH55204) INTERNATIONAL FINANCIAL MANAGEMENT

1. International Financial Management: An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM.
2. International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.
3. International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).
4. Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market.
5. Currency Futures and Options Markets: Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.
6. Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. International arbitrage and interest rate parity . Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect.
7. Long term Asset –liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing: Equity, Bond financing, parallel loans.
8. Short-term Asset–Liability Management: International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

References:

- **International Financial Management** by T. Siddaiah: Pearson, 2009
- **International Financial Management** by S. Eun Choel and Risnick Bruce: TMH, 2009
- **Multinational Financial Management** Srivastava by R. M.: Excel, 2009.
- **International Financial Management** by Machi Raju, HPH, 2008.
- **international finance management** by Jeff Madura, Cengage, 1st Edition, 2009.
- **International Financial Management** by Sharan 5th Edition, PHI, 2009.
- **International Financial Management** by Madhu Vij: Excel, 2009.
- **International Financial Management** by V. A. Avadhani: , HPH, 2008
- **International Financial Management** by P.K Jain: Josette Peyrard and Surendra S. Yadav, Macmillan, 2009.
- **International Finance** by Mourice. D. Levi, Routledge 5th Edition, 2009.
- **International Financial Management** by P. G. Apte: TMH 2009.

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- **Multinational Business Finance** by David K. Eiteman, Arthur I. Stonehill and Michael H. Moffeth: 10th edition, Pearson Education 2009.

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Pre-Ph.D - MANAGEMENT**

(09PH55205) SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

1. Investments: The investment environment, classification and functions of financial markets and financial instruments. Securities trading – types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets.
2. Portfolio Theory: Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, mean – variance approach, business risk and financial risk and treatment in portfolio management.
3. Equilibrium in Capital Market: The Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory, Market Efficiency.
4. Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management.
5. Equity Valuation Model: Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/ Book value, Price/sales ratio, Economic value added (EVA).
6. Security Analysis: Macroeconomic and industry analysis and company analysis., Technical Analysis.
7. Derivatives: Option markets, option strategies and option valuation, Futures markets, strategies and pricing. Stock index futures, interest rate futures, Swaps using caps and floors in investment management.
8. Active Portfolio Management: Mutual Funds Growth of mutual funds in India, Structure. Performance evaluation of mutual funds, conventional theory, performance measurement with changing portfolio composition.

References:

- **Investment Analysis and portfolio management** by Chandra, Mc Graw Hill 2009.
- **Secuerity Analysis Portfolio Management** by Ranganatham & Madhumathi, Pearson Education, 2004
- **Security Analysis and Portfolio Management** by Sudhindra Bhat, 2008, excel.
- **Security analysis and portfolio management** by Avadani, Himalaya publishers, 2009.
- **Investment analysis portfolio management** by Reilly & Brown, Cengage, 8th edition, 2009

Syllabi for Pre-Ph.D/Management

- **Investment Management** by V K Balla, S K Tuteja, Sultan & Chand Company Ltd.,2009.
- **Investment Management** by Preethi Singh, Himalaya Publishing House, Mumbai.2009

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Pre-Ph.D - MANAGEMENT**

(09PH55206)RISK MANAGEMENT AND INSURANCE

1. **Introduction to Risk:** Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Identification and Measurement, Risk Management Techniques: Non Insurance Methods.
2. **Insurance as a Risk Management:** Techniques Principles: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of utmost good Faith, Requisites of Insurable Risks.
3. **Requirements of an Insurance Contract:** Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers.
4. **Risk Aversion and Risk Management:** by Individuals & Corporations, Loss Control, Types of Loss Control, Optional Loss Control when Costs and Benefits are known.
5. **Indian Insurance Industry:** Life Insurance, General Insurance – Growth, Development Role of Insurance in the economy, Regulation of Indian Insurance Business.
6. **Risk Management and Shareholders Wealth:** Risk Retention / Reduction Decision, Alternative risk Management, Hedging with Derivative Contracts.
7. **Analysis of insurance coverage:** legal aspects of insurance contracts – insurance contract analysis – property and liability coverage.
8. **Benefit Programs:** Health care financing and health insurance – employee benefit plans– designing issues in employee benefit plan.

References:

- **Principles of risk Management & Insurance** by George E. Rejda: 9th Edition, Pearson Education, 2009.
- **Risk Management** by (Edited), Prof.K. Ramakrishna Reddy and Prof.P. Murali Krishna, Discovery Publishing house, New Delhi 2007
- **Principles of Insurance Management** by Gulati: Excel, 2009
- **Risk Management & Insurance** by Scott E. Harrington Gregory R. Nychaus: TMH, 2009.
- **Insurance and Risk Management** by P.K.Gupta:, Himalaya ,2009.
- **Risk management and insurance** by Trieschmann, Cengage, 2009.

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- **Risk Management Insurance and Derivatives by** G. Koteswar: Himalaya, 2008
- **Introduction to Risk Management and Insurance by** Dorfman: 8/e, Pearson, 2009.
- **Risk Management and Insurance by** Mark S.Dorfman: Pearson, 2009.

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Pre-Ph.D - MANAGEMENT

(09PH55207) SERVICES MARKETING

1. Understanding services marketing: Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system.
2. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances.
3. Services market segmentations: The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.
4. Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.
5. Pricing strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.
6. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.
7. Planning and managing service delivery: Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.
8. Marketing plans for services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.

References:

- **Services Marketing—Integrating Customer Focus Across the Firm** by Valarie A.Zeithaml & Mary Jo-Bitner: 4/e, TMH, 2009
- **Services Marketting – Concepts planning and implementation** by Bhattacharjee, excel,2009
- **Services Markeing** by Srinivasan, 2/e, PHI, 2009
- **Services – Marketing, Operations and Management** by Jauhari, Dutta, Oxford, 2009
- **Services Marketing – Text and Cases** by Rajendra Nargundkar, TMH, 2009
- **Marketing of Services** by Hoffman, Bateson,Cengage, 2006
- **Service sector Management** by C.Bhattacharjee, Jaico, 2008
- **Services Marketing** by S.Shajahan, Himalaya, 2009
- **Services Marketing and Management** by Gilmore, Response, 2008

**JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY ANTAPUR
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Pre-Ph.D - MANAGEMENT**

(09PH55208) RETAIL MARKETING

1. Introduction to the world of Retailing: Advent of retailing -Functions of retailing - Types of retailing -Customer buying behavior.
2. Retailing Strategy: Target market & Retail format - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning.
3. Human resources & Administrative Strategy: Designing the organizational structure for retail firm - Retail organization structures.
4. Merchandize Management: Merchandize planning - Sources of merchandize -Category Management - Buying systems to stores - Allocation of merchandize.
5. Pricing and Communication Strategies in Retailing: Retail pricing strategies – Approaches for setting pricing – Pricing adjustments – Using price to stimulate retail sales – Promoting the merchandise – Implementing an advertising plan.
6. Store Management : Objectives of a good store design –Store design – Store layout – Space planning – Merchandise presentation techniques and atmospherics.
7. Location strategies: Shopping centers –Freestanding sites – Location and retail strategies- Factors affecting the demand for a region or trade area –Factors affecting the attractiveness of a site.
8. Retailing in India: The present Indian retail scenario – Factors affecting retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

References

- **Retailing Management** by Levy & Weitz 8th Ed, TMH, 2008.
- **The art of Retailing** by A.J.Lamba, 3rd Ed, TMH, 2009.
- **Andrew J Newmann & Petes Cullen** by 3rd Ed, Thomson Learning, 2008.
- **George H Lucas** by Robert P Bugh & Larry G. Gresham 2009 4th, AIPD.
- **Retailing Management-A Strategic Approach** by Barry Berman Joel &R Evans, 8th Ed, Pearson Education,2009.
- **Retail Marketing Management** by Gilbert Pearson Education,2008

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Pre-Ph.D - MANAGEMENT**

(09PH55209) CUSTOMER RELATIONSHIP MANAGEMENT

- 1. Conceptual Foundations of CRM** – Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship selling concept.
- 2. CRM in Consumer Markets** – Customer Service and Contact Centers for CRM – Customer Satisfaction and Loyalty.
- 3. Customer acquisition-** Retention and Development – Complaint Management – Sales Force Automation.
- 4. Technological Tools for CRM** – Components of CRM Solutions – Product offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People soft – e CRM.
- 5. Managing CRM Project** – Planning CRM Programme.
- 6. Technological and Operational Issues in implementing CRM** – Benefits and barriers to CRM.
- 7. Customer Relationship Quality Management** – Designing an Effective Relationship Management System.
- 8. CRM Road blocks:** Privacy and Ethics – Opportunities and Challenges- Future of CRM.

References:

- **Customer Relationship Management by Jagadish Seth, TMH, 2008**
- **Customer Relationship Management by chaturvedi Mukesh, Excel, 2008**
- **Customer Relationship Management by Peelan, Pearson, 2008**
- **Customer Relationship Management by Roger J. Baran : Cengage, 2009**
- **Customer Relationship Management A Strategic Perspective by G. Shainesh & Jagadish N Sheth, Macmillan**
- **Customer Relationship Management Essentials by John W Gosney and Thomas P Boehm, PHI, 2008**
- **Customer Relationship Management by Das Subhasish, Excel, 2008**

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Pre-Ph.D - MANAGEMENT**

(09PH55210) LOGISTICS AND SUPPLY CHAIN MANAGEMENT

1. Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics – The Mission of Logistics Management - Integrated supply chains - Supply Chain and Competitive performance - The changing logistics environment - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.- Performance Measures for SCM.
2. Customer Service Dimension: The marketing and logistics interface – Customer service and customer retention – Service-driven logistics systems – Basic service capability – Increasing customer expectations - Value added services – Customer satisfaction and success – Time based logistics - Case studies.
3. Logistics system design: logistics positioning - Logistics reengineering – reengineering procedure – logistics environmental assessment – time based logistics - alternative logistics strategies – strategic integration - logistics time-based control techniques.
4. Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottomline – Impact of Logistics on shareholder value - customer profitability analysis –direct product profitability – cost drivers and activity-based costing.
5. Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities –identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships – logistics service alliances.
6. Sourcing, transporting and pricing products: sourcing decisions in supply chain – transportation in the supply chain – transportation infrastructure – suppliers of transport services – basic transportation economics and pricing – transportation documentation - pricing and revenue management in the supply chain -Cordination in the supply chain-pricing and revenue management in supply chains.
7. Coordination and Technology in Supply chain: Lack of coordination and Bullwhip Effect - Impact of lack of coordination – obstacles to coordination - managerial levers to achieve coordination – Building strategic partners and trust within a supply chain. Role of IT in the supply chain – Customer Relationship Management –Internal supply chain management - Supply chain IT in practice - Information technology and the supply chain – E-business and the supply chain – E-business Framework - case studies.
8. Managing global logistics and global supply chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes –Global strategy –Global

purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management – case studies.

References:

- **Supply chain Logistics Management** by Bowersox, Closs, Cooper, 2/e, TMH, 2009
- **Supply Chain Management** by Janat Shah, Pearson
- **Supply chain management concepts and cases** by Rhaul V. Altekar, PHI, 2008
- **Text Book of Logistics and Supply Chain Management** by Agrawal, Macmillan, 2008
- **Principles of Supply Chain Management** by A balanced approach, Wisner, Leong, Tan, Cengage, 2009
- **Exploring Supply Chain – theory and practice** by Upendra Kachru, excel, 2009
- **Supply Chain Management** by R.P. Mohanty and S.G. Deshmukh, Jaico, 2009
- **Logistics and Supply Chain Management** by K. Shridhara Bhat, Himalaya, 2009
- **Supply Chain Management – strategy by** planning and operations, Chopra, Meindl, Kalra 3/e, Pearson, 2009
- **Logistics and Supply Chain Management** by Anurag Saxena and Kaaushik Sircan, Jaico, 2009

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Pre-Ph.D – MANAGEMENT**

(09PH55211) ADVANCED OPERATIONS RESEARCH

- 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 Revised simplex method-Dual simplex method- Sensitivity Analysis.
- 3. Transportation Models:** Definition and Application of the Transportation Model, Solution of the Transportation Problem – Trans-shipment problem. **Assignment Model:** Definition and application of Assignment model - Traveling Salesman Problem.
- 4. Decision Theory and Decision Trees:** Types of Decision – Making Environments – Decision-making under Uncertainty – Decision-making under Risk – Decision Trees Analysis.
- 5. 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.
- 6. Goal Programming** – Single goal with multiple sub goals – Multiple goals - Business applications – **Dynamic Programming** Optimal Decision Policy – Dynamic Programming under certainty.
- 7. Non Linear Programming** – Graphical solutions - Quadratic Programming – Kuhn – Tucker conditions – Wolfe’s Modified simplex method – Beale’s Method.
- 8. P.E.R.T. & C.P.M. :** Drawing networks – Critical Path Analysis – Project Time-Cost Trade-off - project crashing – optimum cost and optimum duration – Resource Allocation.

References:

- **Operations Research: Theory and Applications** by J. K. Sharma, Macmillan India, 2009.
- **Quantitative Analysis for Management** by Barry Render, Ralph M. Stair, Jr. Michael E.Hanna, 9/e PHI Pvt. Ltd New Delhi 2007.
- **Quantitative Techniques in Management** by N.D.Vohra, TMH, New Delhi, 2007
- **Operations Reserch** by Premkumar Gupta, Hira, S.Chand, 2009
- **Operations Research** by Winston,Cengage, 2008
- **Operations Research: An Introduction** by Hamdy, A.Taha, Prentice-Hall of India; New Delhi 2007.

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- **Introduction To Operations Research: A Computer-Oriented Algorithmic Approach** by Bill E Gillett, Tata
- Mc-Graw Hill, New Delhi, 2006.

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Pre-Ph.D - MANAGEMENT**

(09PH55212) PRODUCTION PLANNING AND CONTROL

1. **Introduction:** Definition-Objectives of production planning and control- Functions of production planning and control- Elements of production control-Types of production – organization of production planning and control department-Internal organization of department.
2. **Forecasting**-importance of forecasting- Types of forecasting, their uses- General principles of forecasting- Forecasting techniques- qualitative methods and quantities methods.
3. **Inventory management**-Functions of inventories-relevant inventory costs-ABC analysis-VED analysis- EOQ model-Inventory control systems-P-Systems and Q-systems.
4. **MRP:** MRP & ERP, LOB (Line of Balance). JIT inventory and Japanese concepts.
5. **Routing**- Definition-Routing procedure-Routing sheets-Bill of material-Factors affecting routing procedure - schedule- definition-Difference with loading.
6. **Scheduling policies**-Techniques, standard scheduling methods.
7. **Line Balancing**, aggregate planning, Chase planning, expediting, and controlling aspects.
8. **Dispatching**-Activities of dispatcher-Dispatching procedure-follow-up-definition-reason for existence of functions-Types of follow-up, applications of computer in production planning and control.

References:

- **Elements of production planning and control** by /Samuel Eilon.
- **Modern production/operation managements/ Baffa &Rakesh Sarin**
- **Operation management** by S.N. chary
- **Inventory control theory and practice / Martin** by K. Starr and David W. miller.
- **Reliability engineering & Quality Engineering** by Dr. C. Nadha Muni Reddy and Dr. K. Vijaya Kumar Reddy, Galgotia Pub, Pvt., Ltd.
- **Production Control a Quantitative approach / jhon E. Biegel.**
- **Production Control / Moore.**
- **Operation management / Joseph Monks.**

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Pre-Ph.D - MANAGEMENT**

(09PH55213) DECISION SUPPORT SYSTEMS

1. M.I.S and Its Role In Organizations Open-Systems and Closed Systems
2. D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.
3. Deterministic Models: Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.
4. Application of DSS to Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.
5. Non-Optimising Models of DSS, Simulation Techniques and Monte- Carlo Methods.
6. Application of DSS: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.
7. Introduction to Artificial Intelligence (AI): An Overview of AI– AI Technologies in Business, Domains in AI, Neural networks, Fuzzy logic systems in Business.
8. Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems.

References:

- **Decision Support Systems and Data Warehousing by** Macclah:Tata McGraw-Hill , 2009.
- **DSS and Intelligent Systems**, Efraim Turban, Jay E. Aronson, Ting-Peng Liang Pearson Education, 2009
- **Introduction to Management Science**, Stevenson:Tata McGraw-Hill, 2008.
- **Management Information systems**, James A Obrien, George M Marakas: 7/e, Tata McGraw-Hill, 2008.
- **Decision Support Systems in the 21st Century by** George M..Marakas: 2/e, PHI, 2008.
- **Anderson: Introduction to Management Science & Quantitative techniques for Decision Making by** Cengage, 2009
- **Operations Research: Concepts & Cases by** Hiller, Lieberman: 8/e, Tata McGraw-Hill , 2008.

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Pre-Ph.D – MANAGEMENT**

(09PH55214) ENTERPRISE RESOURCE PLANNING (ERP)

1. **Introduction to ERP:** Overview of ERP – Introduction and Evaluation of ERP, Reasons for the growth of the ERP-Market, Advantages and Disadvantages of ERP, Overview of Enterprise – Integrated Management Systems, Business Modeling, Integrated Data Model.
2. **ERP-and Related Technologies:** Business Process Re-engineering (BPR) – Best Practices in ERP, Re-engineering Options – Clean State Re-engineering, Technology Enabled Re-engineering, Business Intelligence Systems-Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP), Supply Chain Management.
3. **Benefits of ERP:** Reduction of Lead Time, On-Time Shipment, Reduction in Cycle Time, Improved Resource Utilisation, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design Making Capabilities (Case Studies)
4. **ERP System Options and Selection Methods:** Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.
5. **ERP Implementation and Maintenance:** Implementation Strategy Options, Features of Successful ERP Implementation, and Strategies to Attain Success, User Training , ERP Maintenance.
6. **ERP – The Business Modules:** Introduction: – Finance, Manufacturing (Production), Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution.
7. **ERP – The Market:** Introduction to ERP Market – SAP AG, PeopleSoft, Baan Company, Oracle Corporation, JD Edwards World Solutions Company, QAD, System Software Associates, Inc. (SSA) – *Case Studies*.
8. **Future Directions in ERP:** Introduction – New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

References:

- **Enterprise Resource Systems** by Motiwala, Pearson, 2009
- **Enterprise Resource Planning** by Alexis Leon, TMH, 2008
- **Enterprise Resource Planning and MIS** by Venugopal Rao, Excel, 2009.
- **ERP concepts & Practice** by Vinod Kumar Kard arid NK Venkata Kristean, PHI, 2008
- **Concepts in ERP** by Monk, 2/e Thomson, 2009
- **ERP in Practice** by Vaman, TMH, 2008

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- **Enterprise Resource Planning**, Mahadeo Jaiswal & Ganesh Vanapalli by Macmillan, 2008
- **Managerial Issues of ERP** by David L. Olson, TMH, 2009

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(09PH55215) E-COMMERCE

1. Introduction to e-Commerce: Framework, Architecture, Benefits and Impact of e-Commerce, The Anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce.
2. Network Infrastructure for e-commerce: Intranet, Extranet, & Internet, Internet Backbone in India, ISP and services in India, OSI Model, Standards & Overview of TCP/IP, Internet Security, e-commerce & Internet.
3. E-commerce Models: Business-to-Business–Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government.
4. e-Advertising & Marketing: The new age of information–based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.
5. Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System.
6. Electronic Data Exchange: EDI- Definitions & Applications, Standardisation and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI.
7. E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.
8. e-CRM: CRM, what is e-CRM , it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM , CRM utility in India.

References:

- E-business Roadmap for success** by Ravi kalakota & Maina Robinson,
Pearson,2008
- E-Commerce, the Cutting Edge of Business** by Kamalesh K Bajaj & Debjani
Nag,TMH,2008
- E-Commerce,Parg Diwan** - Excel,2008
- Creating a winning e-business** - Napier, 2/e Thomson,2009.
- e-Business, Michael P.Papazoglou & Pieter M.A. Ribbers** by 1/e, WILEY
- e-Commerce and e-Business** by Chaffey,Pearson,2009
