ACADEMIC REGULATIONS
COURSE STRUCTURE & SYLLABI

MBA Regular Two Year Degree Course
(For the Batches Admitted From 2012-2013)

MASTER OF BUSINESS ADMINISTRATION

SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY (AUTONOMOUS)
R.V.S. Nagar, CHITTOOR – 517 127, A.P
Phones: (08572) 246339, 245044 Fax: (08572) – 245211
The Jawaharlal Nehru Technological University Anantapur shall confer M.B.A Post Graduate degree to candidates who are admitted to the Master of Business Administration Program 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 competent authority from time to time. 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 and policies prescribed by the Government from time to time.

2.0 ADMISSION PROCEDURE:
As per the existing stipulations of AP State Council for Higher Education (APSCHE), Government of Andhra Pradesh, admissions are made into the first year as follows:

a) Category –A seats are to be filled by Convenor through ICET score.
b) Category -B seats are to be filled by Management as per the norms stipulated by Government of A.P.

3.0 COURSE WORK:
3.1. A Candidate after securing admission must pursue the M.B.A course of study for Four Semesters duration.
3.2. Each semester shall have a minimum of 16 instructional weeks.
3.3. 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.

4.0 ATTENDANCE:
4.1. 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.
4.2. 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.
4.3. Condonation of shortage of attendance shall be granted only on medical grounds and on representation by the candidate with supporting evidence.
4.4 If the candidate does not satisfy the attendance requirement he is detained for want of attendance and shall reregister for that semester. He shall not be promoted to the next semester.
5.0 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.

5.1. 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 four questions to be answered out of five in 2 hours, evaluated for 40 marks.

5.2. 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 (25marks) and practical test at the end of the semester (15marks).

5.3. For Seminar and Case Study there will be an internal evaluation of 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.

5.4. 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 Chief Controller Of Examinations, 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.

5.5. 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.

5.6. In case the candidate does not secure the minimum academic requirement in any of the subjects (as specified in 5.5) he has to reappear for the Semester Examination either supplementary or regular in that subject, or repeat the subject when next offered or do any other specified subject as may be required.

5.7. Revaluation / Recounting:

Students shall be permitted for request for recounting/revaluation of the year / Semester-End examination answer scripts within a stipulated period after payment of prescribed fee. After recounting or revaluation, records are updated with changes if any and the student will be issued a revised grade sheet. If there are no changes, the same will be intimated to the students.

5.8. Supplementary Examination:

In addition to the regular year/ Semester- End examinations conducted, the College may also schedule and conduct supplementary examinations for all the subjects of other year/semesters when feasible for the benefit of students. Such of the candidates writing
supplementary examinations may have to write more than one examination per day.

6.0 RE-REGISTRATION:
Following are the conditions to avail the benefit of improvement of internal evaluation marks

6.1. The candidate should have completed the course work and obtained the examination results for all four semesters.

6.2. He should have passed all the subjects for which the internal evaluation marks secured are more than or equal to 50%.

6.3. Out of the subjects the candidate has failed in the examination 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.

6.4. The candidate has to re-register for the chosen subjects and fulfill the academic requirements.

6.5. For each subject, the candidate has to pay a fee equivalent to one third of the semester tuition fee along with the requisition to the Principal of the college.

6.6. 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.

7.0 EVALUATION OF PROJECT WORK:
Every candidate shall be required to submit thesis or dissertation after taking up a topic approved by the college/ institute.

7.1. Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of I, II and III Semesters.

7.2. An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor and one internal senior teacher shall monitor the progress of the project work.

7.3. 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.

7.4. 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 and award internal assessment marks for 80.

7.5. The viva voce examination may be conducted for all the candidates as per the IV semester examination schedule.

7.6. Three copies of the Thesis / Dissertation certified in the prescribed form by the supervisor and HOD shall be presented to the HOD. One copy is to be forwarded to the Controller Of Examination and one copy to be sent to the examiner.

7.7. The Dept shall submit a panel of three experts for a maximum of 5 students at a time. However, the Thesis / Dissertation will be adjudicated by one examiner nominated by the
Chief Controller Of Examination.

7.8. If the report of the examiner is favorable viva-voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the examiner who adjudicated the thesis / dissertation. The board shall jointly award the marks for 120.

7.9. A candidate shall be deemed to have secured the minimum academic requirement in the project work if he secures a minimum of 50% marks in the viva-voce examination and a minimum aggregate of 50% of the total marks in the end viva-voce examination and the internal project report taken together. If he fails to get the minimum academic requirement he has to appear for the viva-voce examination again to get the minimum marks. If he fails to get the minimum marks at the second viva-voce examination he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure minimum marks again, the project shall be summarily rejected.

8.0 Grades, Grade point Average, Cumulative Grade point Average:

8.1 Grade System: After all the components and sub-components of any subject (including laboratory subjects) are evaluated, the final total marks obtained will be converted to letter grades on a “10 point scale” described below.

<table>
<thead>
<tr>
<th>% of marks obtained</th>
<th>Grade</th>
<th>Grade Points(GP)</th>
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<tbody>
<tr>
<td>90 to 100</td>
<td>A+</td>
<td>10</td>
</tr>
<tr>
<td>80 to 89</td>
<td>A</td>
<td>9</td>
</tr>
<tr>
<td>70 to 79</td>
<td>B</td>
<td>8</td>
</tr>
<tr>
<td>60 to 69</td>
<td>C</td>
<td>7</td>
</tr>
<tr>
<td>50 to 59</td>
<td>D</td>
<td>6</td>
</tr>
<tr>
<td>Less than 50 in Sum of Internal &amp; External (or)</td>
<td>F</td>
<td>0</td>
</tr>
<tr>
<td>Less than 24 in External</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not Appeared</td>
<td>N</td>
<td>0</td>
</tr>
</tbody>
</table>

8.2 GPA: Grade Point Average (GPA) will be calculated as given below on a “10 Point scale” as an Index of the student’s performance at the end of each semester:

\[
GPA = \frac{\sum (CXGP)}{\sum C}
\]

Where C denotes the credits assigned to the subjects undertaken in that semester and GP denotes the grade points earned by the student in the respective subjects

8.3 CGPA: At the end of every semester, a Cumulative Grade Point Average (CGPA) on a 10 Point scale is computed considering all the subjects passed up to that point as an index of overall Performance up to that Point as given below:

\[
CGPA = \frac{\sum (CXGP)}{\sum C}
\]

Where C denotes the credits assigned to subjects undertaken upto the end of the current semester and GP denotes the grade points earned by the student in the respective courses.
8.4 **Grade Sheet:** A grade sheet (Marks Memorandum) will be issued to each student indicating his performance in all subjects registered in that semester indicating the GPA and CGPA. GPA and CGPA will be rounded off to the second place of decimal.

9.0 **Transcripts:** After successful completion of the entire Program of study, a transcript containing performance of all semesters will be issued as a final record. Duplicate transcripts will also be issued, if required, after payment of requisite fee.

10.0 **Award of Degree:** The Degree will be conferred and awarded by Jawaharlal Nehru Technological University Anantapur, Anantapur on the recommendation of The Principal of SVCET (Autonomous).

10.1 **Eligibility:** A student shall be eligible for the award of M.B.A Degree if he fulfills all the following conditions:

- Registered and successfully completed all the components prescribed in the program of study for which he is admitted.
- Successfully acquired the minimum required credits as specified in the curriculum corresponding to the branch of study within the stipulated time.
- Obtained CGPA greater than or equal to 6.0 (Minimum requirement for declaring as passed.)

10.2 **Award of Class:** Declaration of Class is based on CGPA.

<table>
<thead>
<tr>
<th>Cumulative Grade Point Average</th>
<th>Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥7.0</td>
<td>First Class with Distinction</td>
</tr>
<tr>
<td>&gt;6.0 and &lt;7.0</td>
<td>First Class</td>
</tr>
<tr>
<td>6.0</td>
<td>Second Class</td>
</tr>
</tbody>
</table>

11.0 **WITH – HOLDING OF RESULTS:**

If the candidate has not paid dues to the University/ College or if any case of indiscipline 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.

12.0 **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 5.5 and 3.3 sections. Whereas they continue to be in the academic regulations of the batch they join later.
13.0 **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. Where the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.

iv. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal is final.

v. The college 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 college.

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

<table>
<thead>
<tr>
<th>Nature of Malpractices / Improper conduct</th>
<th>Punishment</th>
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<tbody>
<tr>
<td><strong>If the candidate</strong></td>
<td></td>
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<tr>
<td>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)</td>
<td>Expulsion from the examination hall and cancellation of the performance in that subject only.</td>
</tr>
<tr>
<td>(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.</td>
<td>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 registered against him.</td>
</tr>
<tr>
<td>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.</td>
<td>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.</td>
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<tr>
<td>3.</td>
<td>Comes in a drunken condition to the examination hall.</td>
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<tr>
<td>4.</td>
<td>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.</td>
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<tr>
<td>5.</td>
<td>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</td>
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<td><strong>6.</strong></td>
<td>Possess any lethal weapon or firearm in the examination hall.</td>
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<td><strong>7.</strong></td>
<td>Impersonates any other candidate in connection with the examination.</td>
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<td>8.</td>
<td>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 or 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.</td>
</tr>
<tr>
<td>9.</td>
<td>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.</td>
</tr>
</tbody>
</table>
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 Examination committee for further action to award suitable punishment.

Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
MBA PROGRAMME OBJECTIVES:
1. To gain knowledge of critical functions of business viz. Marketing, Finance, Human Resources and Operations.
2. To enhance quantitative skills necessary to analyze a firm’s quantifiable numerical data and to make intelligent and effective decisions.
3. To understand the techniques and tools useful for financial analysis and control of national and global environments.
4. To explore and develop Leadership, Team work, Social, Legal and Ethical responsibilities in Business and Society.
5. To enhance knowledge and skills in Marketing and Strategic Management.
6. To achieve appropriate communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship.

PROGRAMME OUTCOMES:
After Completion of the Course the Student will be able to

a) Understand the global, environmental, political, economic, legal and regulatory context of business.
b) Understand individual ethical behavior and community responsibilities in organization and society.
c) Create value through identifying customer needs and implementing integrated production and distribution of goods, services, and information.
d) Develop capacity to apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.
e) Develop capacity to adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments.
f) Able to manage diversity, contemporary societal and global issues.
g) Demonstrate Leadership and Team work capabilities.
h) Enhance in verbal, written and presentation communication skills.
i) Analyze financial statements, portfolio management, Investment decisions.
j) Demonstrate capabilities in new venture creation & entrepreneurship.
k) Achieve higher levels of proficiency and self-actualization through pursuing lifelong learning.
# SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY
(AUTONOMOUS)

Course Structure (2012-13)

Master of Business Administration

## Semester Pattern

### MBA SEMESTER-I

<table>
<thead>
<tr>
<th>S.NO</th>
<th>Course Code</th>
<th>Subject</th>
<th>Periods</th>
<th>Credits</th>
<th>Scheme of Examination (M Marks)</th>
<th>Total</th>
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<td><strong>Total</strong></td>
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<td><strong>6</strong></td>
<td><strong>330</strong></td>
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### MBA SEMESTER-II

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<tr>
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<th>Subject</th>
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<th>Scheme of Examination (M Marks)</th>
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## MBA SEMESTER-IV

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SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY
(AUTONOMOUS)

MBA –I Semester

12CMB01 MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Objectives:

1. To familiarize the students with the fundamental concepts of management and highlight approaches in Organization Behaviour.
2. To acquaint the students with management functions in the competent world.

Outcomes:

After completion of the course the student will be

1. Capable of interpreting and analyzing issues related to organizational behavior critically and creatively.
2. Able to link the OB theories with practices and experiences in organizations.

UNIT I


UNIT II


UNIT III


UNIT IV


UNIT V

GROUP DYNAMICS: Types of Groups (formal, Informal) – Group Formation and Development – Team Decision Making

UNIT VI


UNIT VII

STRESS MANAGEMENT: Definition-Causes- Work Stressors – Prevention and Management of Stress – Balancing work and Life.

UNIT VIII
ORGANIZATIONAL CULTURE AND CLIMATE: Organizational Culture - Organizational change and Development-Change Management.

Text Books:

References:
3. Weihrich, Cannice & Koontz,Management ;Tata Mc Grawhill.
5. Koontz, Essentials of Management, TMGH.
6. Robins ,Principles of Management, AITBS.

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MBA -I Semester

12CMB02 MANAGERIAL ECONOMICS

L T P C
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Objectives:
1. To understand the relevance of economics in business management.
2. To understand the functional areas of management such as Marketing, Production and Costing from a broader perspective.

Outcomes:
After completion of the course the student will be able to
1. Apply the economic principles for managerial decision making.
2. Use the various functional areas of management for the prospects of a business organization.

UNIT I


UNIT II


UNIT III

UNIT IV


UNIT V

SUPPLY AND PRODUCTION ANALYSIS: SUPPLY ANALYSIS: Supply function - The Law of Supply - Elasticity of Supply. PRODUCTION ANALYSIS: Production function - Marginal Rate of Technical Substitution - Isoquants and Isocosts – Least cost combination of inputs – Production function with one/two variables - Cobb-Douglas Production Function - Returns to Scale and Returns to Factors - Economies of scale.

UNIT VI

COST ANALYSIS: Cost Concepts - Determinants Of Cost - Cost-Output Relationship in the Short Run and long Run - Short Run vs. Long Run Costs - Average Cost Curves.

UNIT VII


UNIT VIII

PROFIT MANAGEMENT: Meaning and Nature of Profit – Role of Profit. BREAK - EVEN ANALYSIS: Determination of Break - Even Point (Simple Problems) – Assumptions – Uses - Managerial Significance and limitations of Break - Even Analysis.

Text Books:

1. Dean. Joel, "Managerial Economics", PHI.

References:

4. Thomas Maurice, Managerial Economics, Con cepts and applications, TMH 2006.
12CMB03  ACCOUNTING FOR MANAGERS

Objectives:
1. To provide the basic knowledge of book keeping and accounting
2. To understand the financial statements and make analysis of a company.

Outcomes:
After completion of the course the student will be able to
1. Use accounting effectively in individual life and business.
2. Use the concepts in business and learn financial management.

UNIT I
INTRODUCTION TO ACCOUNTING: Meaning – Definition – Scope - Importance- Objectives of Accounting. ACCOUNTING PRINCIPLES: Accounting Concepts and conventions. Extensive Business Reports Language (XBRL)

UNIT II

UNIT III
FINAL ACCOUNTS: Trading - Profit and Loss account and Balance sheet with adjustments.

UNIT IV
VALUATION OF FIXED ASSETS: Tangible vs. Intangible Assets Depreciation of Fixed Assets and Methods of Depreciation.

UNIT V

UNIT VI
ISSUE OF SHARES AND DEBENTURES: Issue of shares at Par - Discount and premium - Forfeiture- Re-issue of forfeited shares at Par - Discount and premium - Pro-rata method. ISSUE AND REDEMPTION OF DEBENTURES: Meaning and issue of debentures - Meaning of redemption - Redemption out of capital and profits.

UNIT VII
FINANCIAL ANALYSIS – I: 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
UNIT VIII


Text Books:
1. M E ThukaramRao, Accounting for Managers, New Age International Publishers
5. Rama Chandran. N. and Ram Kumar k: Financial Accounting for Management ,McGrah Hill

References:
2. VijayaKumar, Accounting for Management, TMH, 2009
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MBA –I Semester

12CMB04   BUSINESS ENVIRONMENT

Objectives:

1. The course will help to sensitize the students towards the overall business environment within
   Which organization has to function.
2. To provide an insight to students of its implication for decision making in business organizations.

Outcomes:

After completion of the course the student will be able to
1. Analyze environment and environmental factors both internal and external.
2. Achieve adequate skill to deal with government policies and make them more dynamic and proactive rather
   than reactive.

UNIT I

BUSINESS ENVIRONMENT: Business systems – Process and Classification of Business –Types of
Environment- Environment Analysis.

UNIT II

ECONOMIC ENVIRONMENT: Concept of Economic Systems- Industrial Policies since
Independence and their Significance- Gross Domestic Product -Inflation-Fiscal & Monetary
Policies- Foreign Trade Policy.

UNIT III

LEGAL ENVIRONMENT: Special features of SICA (Special provisions) 1985-BIFR- Licensing
Policy.

UNIT IV

POLITICAL ENVIRONMENT: Functions of State - Economic Role of Government in India- The
Constitutional Environment.

UNIT V

SOCIAL ENVIRONMENT: Business & Society - Business & Culture- Social Responsibility of
Business- Consumerism.

UNIT VI

TECHNOLOGICAL ENVIRONMENT: Technological Development & Technical Progress -
Determinants of Technological Environment- Indian Science & Technology Policy- Objectives &
Implementation- Intellectual Property Rights(IPR).

UNIT VII

INVESTMENT ENVIRONMENT: Capital & Money Market- Stock Exchanges & Regulations - Role of
SEBI- Private Public Partnership (PPP).

UNIT VIII

Text books:


References:
2. K.Aswathappa, Essentials of Business Environment, Himalaya
7. Avid W Conklin, Cases in Environment of Business, Sage Publication India Private Ltd

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(AUTONOMOUS)

MBA –I Semester

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12CHS05   STATISTICS FOR MANAGEMENT

Objectives:
1. To understand the fundamental concepts of statistics and its application in business decision making.
2. It also aims at developing the computational skill of the students relevant for statistical analysis.

Outcomes:
After completion of the course the student will be able to
1. Apply various statistical techniques in business decision making.
2. Choose appropriate distributions and quality control tools to suit the system.

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

UNIT I

INTRODUCTION TO STATISTICS: Limitations of Statistics- Applications of Statistics in various Disciplines- Collection of Data- Sources of Data - Data Representation in various forms-Classification-Tabulation- Diagrammatic Representation of Data-Various forms of Graphs.

UNIT II

MEASURES OF CENTRAL TENDENCY: Applications of various averages- Dispersion - Measures of Dispersion- Relationship among various measures of dispersions.

UNIT III

UNIT IV

PROBABILITY DISTRIBUTIONS: Discrete and Continuous Distributions- Binomial -Poisson and Normal Distribution – Related Properties.

UNIT V

CORRELATION: Types of Correlation- Correlation Coefficient and their properties- Rank Correlation-Rank Correlation Coefficient.

UNIT VI

REGRESSION ANALYSIS: Meaning of Regression -Multiple Linear Regression- Regression equations- Properties of Regression Coefficient- Difference between Correlation and Regression.

UNIT VII


UNIT VIII

STATISTICAL QUALITY CONTROL (SQC): Control Chart for Variables- Control Chart for Attributes-Producer's Risk- Consumer’s Risk.

Text Books:
1. Anderson, Sweeney, Williams, Statistics for Business and Management, 10/e, Cengage Learning, New Delhi.

References:
MBA –I Semester

12CHS06 MANAGERIAL COMMUNICATION

Objectives:
1. To understand the communication concepts and to develop the students’ competence in communication at an advanced level.
2. To master in the basic communication skills of listening, speaking, reading and writing.
3. To train managerial trainees in communicating efficiently in the workplace and professional contexts.
4. To fulfill the aims of information and of persuation.

Outcomes:
After completion of the course the student will be able to
1. Communicate and manage the business effectively.
2. Run a business smoothly in the required professional and managerial competence.
3. To express managerial skills through four basic skills effectively.

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

UNIT VI
BARRIERS TO COMMUNICATION: Types of barriers- Technological - Socio-Psychological – Physical - Sematic and Language – Organizational - Cross Cultural barriers - Overcoming barriers.
UNIT VII


UNIT VIII

INTERVIEW: Principles of interview - Preparation for interview - Types of interviews - Styles of interviewing - Types of interviewing questions.

Text Books:


References:


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MBA-I Semester

12CMC07 Computer Applications for Business (Lab)

Objectives:

1. To provide basic understanding of applications of information technology.

2. To provide hands on experience to students in using computers for data organization and addressing business needs.

Outcomes:

After completion of the course the student will be able
1. To use information technology for business decision making.
2. To use computers for data processing organization.

UNIT I
**STUDY OF COMPUTERS:** Features-Applications-Generations-Types of computers-Hardware & Software-Storage devices-Applications of computer in management-Internet, E-commerce, E-Business

**UNIT II**

**MS-WORD:** Creation of document- Page setup-editing & formatting - Tables-Charts-Macs-Mail merge – Hyperlink creation.

**UNIT III**

**MS-EXCEL:** Creating and editing sheets-Basic formulas -Chart naming and saving of charts-Functions.

**UNIT IV**

**MS-EXCEL:** Use of statistical functions & financial functions for data Analysis

**UNIT V**

**MS-POWER POINT:** Creation of slides-Use of slide design and slide layout for creating power point slides-Animation.

**UNIT VI**

**MS-POWERPOINT:** Developing a professional presentation on Business plans – Institutions - People and Products etc.

**UNIT VII**

**MS-ACCESS:** Create databases - Tables-Entering data into tables-Relationships-Use of queries in data manipulation-Generation of Forms and Reports.

**Unit VIII**

**INTRODUCTION OF SPSS:** Features-Uses-Performing statistical analysis on given data using the menu bar (Analyze).

**References:**

12CMB08  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.

Case study shall a practical course. The work load for the case study shall be of two sessions of two periods each per week. 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:** 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 marks.
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MBA- II Semester

12CMB09 HUMAN RESOURCE MANAGEMENT

Objectives:

1. To help students understand the importance of human resources in business growth.
2. To understand the job structure, performance evaluation, salary and wage administration, and industrial relations in business.

Outcomes:

After completion of the course the student will be able to
1. Apply HRM functions and functionaries.
2. Effectively manage and plan key HR functions within an organization.

UNIT I

INTRODUCTION TO HRM: Concept- Nature & Scope of HRM- Role & Importance of HRM- Role & Functions of HR Managers- Growth in India.

UNIT II

JOB ANALYSIS & DESIGN: Job Description, Job Specification - Human Resource Planning- Entry level to Joining the work (Recruitment & Selection) - Placement- Induction- Career Planning & Development.

UNIT III

HUMAN RESOURCE DEVELOPMENT: Concept of Training and Development- Types & Methods- Assessment of Training Needs - Competency Mapping.

UNIT IV

PERFORMANCE MANAGEMENT & EVALUATION: Meaning of Performance Management- Performance Appraisal and Methods- Traditional Vs Modern Methods- Assessment Centre.

UNIT V


UNIT VI

EMPLOYEE & INDUSTRIAL RELATIONS: Concept- Approaches to IR- Causes for Poor Industrial Relations & Suggestions to improve industrial relations.

UNIT VII

UNIT VIII


Text Books:

References:
1. Pattnayak, Human Resource Management, PHI.

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MBA- II Semester

12CMB10 FINANCIAL MANAGEMENT

Objectives:
1. To provide the necessary basic tools for the students so as to manage the finance function.
2. To make student understand the management of the financing in short term and long term capital needs.

Outcomes:
After completion of the course the students will be able to
1. Apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.
2. Adopt and innovate to solve problems, to cope with unforeseen events and to manage in unpredictable environments.

UNIT I

INTRODUCTION TO FINANCIAL MANAGEMENT: Nature and scope- Finance functions- Roles and responsibilities of the Finance Manager. OBJECTIVE: Profit or Wealth Maximization and EPS Maximization. SOURCES OF FINANCE: Equity capital- Debenture- Preference capital and term loans-Relative merits and demerits.

UNIT II


UNIT III
CAPITAL BUDGETING: Meaning – Importance. TECHNIQUES: Traditional Methods (Payback period and Accounting Rate of Return) and Discounted Cash Flow Methods (NPV, IRR, and PI).

UNIT IV


UNIT V


UNIT VI


UNIT VII


UNIT VIII


Text Books:
1. I.M. Pandey, Financial Management, Vikas Publishers

References:
Objectives:

1. The objective of this course is to have an understanding of basic concepts of marketing.
2. To acquire adequate foundation for taking up any advanced learning in marketing.

Outcomes:

After completion of the course the student will be able to
1. Identify customer needs and implement integrated strategies for enhanced customer satisfaction.
2. Apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines in marketing.

UNIT I

INTRODUCTION: Meaning and Scope of Marketing - Concepts in Marketing - Role and Functions of Marketing Department - Marketing Process - Interface with other functional areas of Business - Indian Marketing Environment

UNIT II

MARKETING TRENDS AND RESEARCH: Scanning the Marketing Environment - Marketing Intelligence and Information System - Demand Measurement and Forecasting - Data Warehousing and Data Mining.

UNIT III


UNIT IV


UNIT V


UNIT VI

UNIT VII


UNIT VIII

PROMOTION: Promotional Mix – Advertising - Sales Promotion – Publicity - Personal Selling and Direct Marketing - Developing and Managing Advertisement Programs and Managing Integrated Communications.

Text Books:


References:

3. S A Sherlekar, Modern Marketing, HPH.
4. Rajan Saxena, Marketing Management, TMH.

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MBA- II Semester

12CMB12 PRODUCTION AND OPERATIONS MANAGEMENT

Objectives:

1. To understand the production planning and controlling aspects of a typical production and operations organization.
2. To understand the concepts of work study and quality management.

Outcomes:

After completion of the course the student will be able to

1. Effectively manage production department in the organization.
2. Apply production tools and techniques in every area of business.

UNIT I


UNIT II

FACILITIES AND MAINTENANCE MANAGEMENT: Plant layout-Types of layout-Optimization of Product - Process layout- Location and factors influencing location- Maintenance Management-
Objectives- Failure Concept- Reliability-Preventive and break down maintenance- Replacement policies.

UNIT III

SCHEDULING: Scheduling in Job-Shop type production - Shop loading - Assignment and Sequencing - Scheduling in Mass - Continuous and Project type production - Line balancing - LOB.

UNIT IV

AGGREGATE PLANNING: Preparation of aggregate demand forecast- Specification of Organizational policies for smooth capacity utilization- Determination of optimal production strategy.

UNIT V

WORK STUDY: Methods study-Work measurement- Work design- Job design-Work sampling-Industrial engineering techniques- Productivity- Basic concepts- Productivity cycle-Productivity engineering and management- Total productivity model.

UNIT VI


UNIT VII

MATERIALS MANAGEMENT: Need and importance of materials management- Material requirement planning- Materials budgeting - Sources of supply of materials- Vendor rating- Determinants of vendor rating- Concept of Waste Management.

UNIT VIII


Text Books:

References:

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**MBA- II Semester**

12CMC13 MANAGEMENT INFORMATION SYSTEMS

**Objectives:**

1. To provide the basic concepts of ‘Systems Concepts’.
2. To understand Management Information Systems and utility of the systems for the Managerial Decisions.

**Outcomes:**

After completion of the course, the student will be able to:

Maintain and manage information of

1. Customer.
2. Financial and
3. Inventory systems

**UNIT I**


**UNIT II**

**PHYSICAL DESIGN OF COMPUTER SUB-SYSTEMS:** Database design - File design - Input and output - Procedure design and system security.

**UNIT III**


**UNIT IV**


**UNIT V**

**IMPLEMENTATION, EVALUATION AND MAINTENANCE OF MIS:** Pitfalls in MIS development - System modeling for MIS - System engineering methodology for MIS problem solving.

**UNIT VI**

**CONTROL:** Testing security – Coding techniques – Detection of error – Validation –Cost benefit analysis –Assessing the value and risk of information systems.
UNIT VII


UNIT VIII

SYSTEMS METHODOLOGY: Objectives – Time and Logic - Knowledge and Human dimension – Software life cycle models – Verification and validation.

Text Books:

References:
2. Robest Schulthesis and Mary Sumner, Management Information System, McGrawHill
7. Dharminder and Sangeetha, Management Information Systems, 1/e, Excel books, 2006
8. Mahapartra, Cases in MIS, PHI, 2009

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MBA -II Semester

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12CMB14 BUSINESS RESEARCH METHODS

Objectives:
1. To understand the research, how it differs from Decision Support System and Business Intelligence Systems.
2. To understand the importance of research in functional areas of Marketing, HR and Finance.

Outcomes:
After completion of the course the student will be
1. Able to use methods and Techniques for business research.
2. Capable of understanding research in areas of business.

UNIT I

UNIT II

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.

UNIT III


UNIT IV:


UNIT V:

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.

UNIT VI:


UNIT VII:

DATA ANALYSIS: An overview of Descriptive, Associational and Inferential- Statistical Measures.

UNIT VIII:


Text Books:
References:

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MBA-II Semester

12CMB15 OPERATIONS RESEARCH

L T P C
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Objectives:
1. To understand the concepts of operations research and its importance in production and operations management.
2. To learn the basic tools of operations research in solving the management problems through modeling and using mathematical approach.

Outcomes:
After completion of the course the student will be able to apply
1. The techniques of Operations Research in individual life and Business.
2. The various OR concepts in business decision making.

UNIT I
INTRODUCTION TO OR: Origin – Nature – Definitions – Managerial applications and limitations of OR – Phases of OR study.

UNIT II

UNIT III

UNIT IV
GOAL PROGRAMMING: Concept – Model formulation – Graphical modified simplex and alternative simplex methods.

UNIT V
DECISION THEORY: Steps of decision making process – Types of decision making environment – Decision Tree Analysis.

UNIT VI


UNIT VII


UNIT VIII


Text Books:

References:

SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY (AUTONOMOUS)

MBA- II Semester

12CMB16 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.
Case study shall be a practical course. The work load for the case study shall be of two sessions of two periods each per week. 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: 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 marks.

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY (AUTONOMOUS)**

**MBA- III Semester**

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<td>ENTREPRENEURSHIP DEVELOPMENT</td>
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**Objectives:**

1. To understand the concept of Entrepreneurship
2. To understand the impact of Entrepreneurship in economic development

**Outcomes:**

After the completion of the course the student will be able to

1. Plan and develop his own enterprise.
2. Anticipate the odds and run the enterprise in a professional way.

**UNIT I**

**CONCEPT OF ENTREPRENEURSHIP:** Entrepreneur Background and Characteristics-Entrepreneur versus Manager-Entrepreneur versus Inventors-Role of Entrepreneurship in Economic development-Growth of Entrepreneurship in India.

**UNIT II**

**FORMS OF ENTREPRENEURSHIP:** Small Business-Importance in Indian Economy- Types of ownership- sole trading- partnership- important features of various types of businesses-Corporate entrepreneurship- intrapreneurship-Role of Government in the promotion of Entrepreneurship- State Enterprises in India.

**UNIT III**

**ASPECTS OF PROMOTION:** Idea generation-opportunities-SWOT Analysis-Patents and trademarks- Intellectual Property Rights.

**UNIT IV**

**FINANCIAL ASPECTS OF THE ENTREPRENEURSHIP:** Source of Capital- Debt capital- seed capital- Venture capital- Informal Agencies In financing entrepreneurs- Government Grants and Subsidies-Types of Investors and Private Offerings.

**UNIT V**

UNIT VI


UNIT VII

WOMEN ENTREPRENEURSHIP: Scope of entrepreneurship among women- promotional efforts supporting women entrepreneurs in India-Successful cases of women entrepreneurs- International Entrepreneurship.

UNIT VIII

RURAL ENTREPRENEURSHIP AND EDPS: Need, Rural Industrialization-Role of NGO’s-Organizing EDPs-Need, Objectives- Evaluation of EDPs.

Textbooks:

References:

SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY (AUTONOMOUS)

MBA-III Semester

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Objectives:
1. To understand the effectiveness cost control in managerial decisions.
2. To understand practical implications of management accounting in the process of managing an organization.

Outcomes:

After completion of the course the student will be able to
1. Apply the management accounting and control techniques for cost reduction and control.
2. Use the different mechanistic and post-mechanistic approaches to management accounting, including strategic and accounting approaches.

UNIT I

UNIT II

COST ANALYSIS AND CONTROL: Direct and Indirect expenses - Allocation and Apportionment of Overheads - Calculation of Machine Hour Rate.

UNIT III

COSTING FOR SPECIFIC INDUSTRIES: Unit Costing, Job Costing - Cost Sheet and Tender and Process Costing and their variants - Treatment of Normal Losses and Abnormal Losses - Inter-Process Profits, Costing for by-products and Equivalent production.

UNIT IV

MARGINAL COSTING: Introduction - Application of Marginal Costing in terms of cost control - Profit Planning - Closing Down a Plant - Dropping a Product line - Charging general and specific fixed costs - Fixation of selling price - Make or Buy decisions - Selection of suitable product mix - Desired level of profits - Diversification of products - Closing down or suspending activities.

UNIT V


UNIT VI

BUDGETARY CONTROL: Budget, budgetary control - steps in budgetary control - Flexible budget - Different types of budgets: sales budget - Cash budget - Production budget - Master budget - Performance budgets - Material Vs. Purchase budgets - Concept of Zero Based Budgeting.

UNIT VII


UNIT VIII

An introduction to cost audit - Management audit and activity based costing

Text Books:
2. Shashi K. Gupta and RK Sharma, Management Accounting, Kalyani Publishers, New Delhi, 2006

References:

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**MBA- III Semester**

**12CMB19 BUSINESS LAW**

**Objectives:**

1. To understand the legal framework of business.
2. To understand the regulations of various acts applicable in the business context.

**Outcomes:**

After the completion of course the student will be able to

1. Apply the legal aspects of business in business transactions.
2. Ensure that all the acts of business are followed.

**UNIT I**

**SOCIAL RESPONSIBILITY OF BUSINESS**: Importance of laws and regulatory practices – Overview of Business laws in India – Sources of business law.

**UNIT II**


**UNIT III**

**SPECIAL CONTRACTS**: Quasi Contracts – Contingent Contracts – Indemnity and Guarantee – Contract of Agency – Bailment and Pledge.

**UNIT IV**


**UNIT V**

UNIT VI


UNIT VII


UNIT VIII

COMPETITION ACT 2002: Salient features covering essentials of competition – Components of Competition Act – Competition Commission of India – Offences and Penalties – Direct Tax and Indirect Tax.

Text Books:
1. N.D.Kapoor, Mercantile Law, Sultan Chand, 2006

References:

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MBA –III Semester

12CMB20 BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives:
1. To make students aware of ethical and moral issues concerning business both in India and International context.
2. To develop sensitivity of students for right ethical practices in conduct of business.
3. To understand the principles of corporate governance and the social responsibility of the corporate.

Outcomes:
After completion of the course the student will be able to
1. Place a right practice of members of companies, leadership and management.
2. Apply research based understanding of key issues in corporate Governance and ethics.

UNIT I

UNIT II


UNIT III


UNIT IV


UNIT V


UNIT VI


UNIT VII


UNIT VIII

CORPORATE GOVERNANCE IN INDIA: Reforming BOD- Birla Committee- Naresh Chandra Committee - Naraynamurthy committee-Audit committee- Role of Media – Public Policies in Governance- Role of Government – The future scenario.

Text Books:
1. Fernando, Business Ethics- an Indian Perspective, Pearson education, 2009
2. L.P. Hartman, Business Ethics, Tata Mc Grawhill

References:
1. Laura P Hartman, Perspectives in Business Ethic, s 2nd ed.tata Mc Graw Hill
2. Bob tricker, Corporate Governance, oxford, 2009
3. Balachandran, Chanandrasekharan, Corporate Governance and Social Responsibility, PHI
5. Sathish modh, Ethical Management, McMillan, 2005
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MBA –III Semester

**ELECTIVE -I**

**12CMB21 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Objectives:**

1. The student will be able to understand the Process of Investment.
2. To understand the appropriate techniques for managing the Market, credit and risks in Investment Management.

**Outcomes:**

After completion of the course the student will be able to
1. Deal with new and unfamiliar circumstances.
2. Analyze the financial statements for effective investment decisions.

**UNIT I**

**INVESTMENT:** Objectives, Process of Investment- Investment and Speculation

**UNIT II**

**CAPITAL MARKETS:** Stock Exchanges-BSE-NSE-OTCEI-Trading in stock exchanges-New Issue Market.

**UNIT III**

**SECURITY ANALYSIS:** Macroeconomic and industry analysis and company analysis.

**UNIT IV**

**TECHNICAL ANALYSIS:** Fundamental Analysis Vs Technical Analysis-Dow Theory –Trend analysis – Patterns- Moving Averages. Relative Strengh Index (RSI)-Moving Average.

**UNIT V**

MEASUREMENT OF RETURN: Revenue return and capital appreciation-holding period-statistical Methods-probability distribution-capital expected return.

UNIT VI


UNIT VII


UNIT VIII


Text Books:
2. S.Kevin, Security Analysis and portfolio Management, PHI Publishers

References:
2. Ranganatham & Madhumathi, Security Analysis portfolio Management, , Pearson Education .2004
4. Security Analysis & portfolio Management,advani,himalaya publishers,2009
5. Investment Analysis and portfolio management,Reilly&Brown,Cengage,8/e,2

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MBA –III Semester

ELECTIVE - I

12CMB22  HUMAN RESOURCE PLANNING

Objectives:

1. To understand the requirement of human resource for smooth functioning of an organization.
2. To understand how to attract and retain the employees.

Outcomes:

After completion of the course the student will be able to
1. Use of existing human resource optimally.
2. Provide data of surplus and shortage of HR for decision making.

UNIT I

INTRODUCTION: Macro and Micro Level Manpower Planning- – Objectives and Functions - Significance-Process-Factors Influencing.
UNIT II

SYSTEMS APPROACH TO HUMAN RESOURCE PLANNING: Manpower Inventorying-Methods-Manpower Forecasting-Models and Techniques.

UNIT III

RECRUITMENT: Sources-Evaluation and Selection-Procedures-Techniques-Factors influencing Recruitment and Selection.

UNIT IV

PLACEMENT: Induction-Training-Strategies for Orienting New Employees-Career Planning.

UNIT V


UNIT VI

EMPLOYEE RETENTION: Transfer-Promotion-Job redesign-Job redesign Techniques-Job rotation-Job enrichment-Job enlargement.

UNIT VII

LEARN STAFF POLICY: Downsizing-Retrenchment, Retirement, Redeployment, and Exit Strategy.

UNIT VIII


Text Books:


References:

1. Garden, MeBeath, Organization and Manpower Planning, Business Books
2. Srivarsava MP, Human Resource Planning. Institute of Royal Resources

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MBA- III Semester

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ELECTIVE - I

12CMB23 RETAILING MANAGEMENT

Objectives:

1. To understand latest developments in retailing sector in India.
2. To have an in-depth understanding of retail promotional concepts, and their functioning.
Outcomes:

After completion of the course the student will be able to
1. Analyze the business environment of different firms of retailers and pros and cons of each.
2. Analyze the importance of store location, merchandising, products and pricing.

UNIT I

INTRODUCTION TO THE WORLD OF RETAILING: Advent of retailing - Functions of retailing - Types of retailing – Organized vs. unorganized retailing - Customer buying behavior.

UNIT II

RETAILING STRATEGY: Strategic retail planning process - Factors to be considered for retail planning - Target market & Retail format - Growth strategies - Market penetration.

UNIT III

HUMAN RESOURCES & ADMINISTRATIVE STRATEGY: Designing the organizational structure for retail firm - Retail organization structures.

UNIT IV

MERCHANDIZE MANAGEMENT: Evolution of merchandising function in retail- Merchandize planning - Sources of merchandize - Category Management - Buying systems to stores - Allocation of merchandize.

UNIT V

PRICING AND COMMUNICATION STRATEGIES IN RETAILING: Concept of retail pricing and the factors affecting price - Elements of retail price - Developing a Retail pricing strategy – Approaches for setting pricing - Pricing adjustments – The concept of retailing market mix- Promoting the merchandise – Implementing an advertising plan.

UNIT VI

STORE MANAGEMENT: Objectives of a good store design - Store design- Store image – Store layout – Space planning – Merchandise presentation techniques and atmospherics.

UNIT VII

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 – How to evaluate a retail location.

UNIT VIII

RETAILING IN INDIA: Changing phase of Indian retail scenario – FDI in Indian Retail Sector - Factors affecting retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India.

Text Books:


References:

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**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY (AUTONOMOUS)**

**MBA –III Semester**

**ELECTIVE - I**

12CMC24 E-BUSINESS

**Objectives:**

1. To understand the unique features of e-Business technology.
2. To trace the origins and growth of e-Business.

**Outcomes:**

After completion of course the student will be able to
1. Apply the various concepts of e-business in the organization.

**UNIT I**


**UNIT II**


**UNIT III**

**E-PROCUREMENTS:** The purchasing process- Developments in IT purchasing- e-Procurement models- components- auctions- e-Procurement solutions.

**UNIT IV**

**SECURITY AND RELIABILITY FOR e-BUSINESS:** Reliability and quality considerations- Quality requirements- Risk Management- trust- e-business risk- e-business security- realizing a secure e-Business infrastructure.

**UNIT V**
APPROACHES TO MIDDLEWARE: Middleware, messaging- Remote Procedure Calls (RPC)- Remote Method Invocation (RMI), Message – Oriented Middleware (MOM)- Data Access Middleware- Transaction oriented Middleware- Distributed Object Middleware- Mobile marketing and Integration.

UNIT VI

LEVERAGING LEGACY APPLICATIONS: Enterprise Information Systems and legacy Enterprise Assets, Strategies for modernizing legacy systems- Non-invasive approaches- and Legacy modernization techniques.

UNIT VII

ENTERPRISE APPLICATION AND e-BUSINESS INTEGRATION: Overview of enterprise application and e-Business integration- Integration challenges.

UNIT VIII

E-BUSINESS SOLUTIONS AND PROTOCOLS: Concept of software and web services- Web services – Types, characteristics- and services oriented architecture- Technology Stack- Standards- Required Business Standards and Protocols- Review of applicable IT Laws.

Text Books:

2. Canzar e-Business and e-Commerce, Biztantra, 2005

References:

UNIT III


UNIT IV

RISK AVERSION: Risk Management by individuals and corporations or businesses. Loss Control: Types of Loss Control - Optimal Loss control when costs and benefits are known - Examples.

UNIT V


UNIT VI

RISK MANAGEMENT WITH DERIVATIVES: Hedging with Options, Forwards, Futures and Swaps. Option Pricing, Constructing other derivatives – Comparison of derivative and insurance contracts – Common risks that are hedged with Derivatives.

UNIT VII


UNIT VIII


Text Books:

References:

SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY (AUTONOMOUS)

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ELECTIVE - II

12CMB26  INDUSTRIAL AND LABOUR RELATIONS

Objectives:
1. To understand critical tasks, functions and issues of industrial relations
2. To understand the dynamics of employee management relations on the different job situations in India.
Outcomes:

After completion of the course the student will be able to
1. Apply the Concepts and Practical applications of Industrial Relations and get clarity about the roles of Management, labour and government and their relations.
2. Apply the different labour legislation acts to maintain cordial relations in the organization.

UNIT I

INDUSTRIAL RELATIONS: concept, objectives, Evolution and growth of Industrial Relations in India, two dominant aspects of Industrial relations, Industrial relations perspectives.

UNIT II

TRADE UNIONISM: concept & Significance, Functions of Trade unions, History of Trade unions in Indian context, Trade union methods, And Principal Trade Unions.

UNIT III


UNIT IV

WORKER’S PARTICIPATION : Concept, Difference between Collective bargaining and Worker’s Participation, Forms of Participation, Evolution of workers participation in India, Workers Participation in Management in India, Governmental Approaches.

UNIT V

INDUSTRIAL DISPUTES AND STRIKES: Meaning, Nature and Scope of Industrial Disputes, forms of Disputes, Types of disputes, Causes of Industrial Disputes, Preventive Process, Methods of Settling Industrial disputes-Meaning and Forms of Strikes.

UNIT VI


UNIT VII

EMERGING ISSUES IN INDUSTRIAL RELATIONS: Impact of technological revolution of Industrial relations, Handling issues of sexual harassment, management of out sourcing, Recommendations of the second national commission on labour.

UNIT VIII

INTERNATIONAL DIMENSION OF INDUSTRIAL RELATIONS: ILO, International industrial relations and Trade Unions, Multicultural Organizations.

Text Books:


References:

2. C.B.Memoria, Dynamics of Industrial relations, Himalaya Publishing House.
Objectives:

1. The focus of this course is on strategic decisions about how a company can build and manage its products so that they are profitable to the company and at the same time adequately meet target customers’ needs and wants.
2. This course introduces you to the concepts of brand, brand equity and strategic brand management. You learn to identify and establish brand positioning and values, design branding strategies, and grow measure and sustain brand equity.

Outcomes:

After completion of the course the student will
1. Have a broad understanding with respect to various areas related to New Product Development Process, Product Life Cycle Management and other product related decisions.
2. Have a solid understanding of the key ‘branding’ concepts, methods and tools used by marketing practitioners and be able to more confidently engage in and contribute to ‘brand building’ projects, developments, and discussions.

UNIT I

PRODUCT CONCEPTS AND PRODUCT MANAGEMENT: Basic Concepts in Product Management - Role and Functions of Product Manager - Product Planning and Development for Existing Products - Product Line Decisions - Product Mix Strategies.

UNIT II


UNIT III

UNIT IV

UNDERSTANDING BRANDS: Importance of branding; Basic Branding concepts -Brand Personality, Brand Image, Brand Identity, Brand Equity -Brand Loyalty, Brand Hierarchy and Brand Associations.

UNIT V

BRAND CREATION AND DEVELOPMENT: Identifying and Selecting Brand Name, Building Brand Personality, Image and Identity; Brand Positioning and Re-launch- Brand Extension- Brand Portfolio; Communication for Branding, Enhancing Brand Image through Sponsorship and Event Management.

UNIT VI

MANAGING BRAND EQUITY AND LOYALTY: Brand Building in Different Sectors - Customers, Industrial, Retail and Service Brands. Building brands through Internet.

UNIT VII

MEASURING BRAND EQUITY: Brand Value Chain, Brand Audits, Brand Tracking and Brand Valuation.

UNIT VIII

DEVELOPING INTERNATIONAL BRANDS: Pre-requisites and process; Country-of-Origin Effects and Global branding; Building Indian brands for Global Markets.

Text Books:
1. Lehman, D. R. & Winer, R.S., Product Management, TMH

References:

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MBA –III Semester

ELECTIVE - II

12CMC28 ENTERPRISE RESOURCE PLANNING

Objectives:
1. Comprehend the technical aspects of ERP systems and learn concepts of reengineering and how they relate to ERP system implementations.
2. To understand business processes using process mapping techniques.
3. To have practical hands-on experience with SAP transactions.

Outcomes:

After completion of the course the student will be able to
1. Design, develop and implements ERP in challenging environment.
2. Apply SAP terminologies in corporate.

UNIT I

PROCESS VIEW OF ORGANIZATION: Introduction to business process, Problems of functional division, Salient features of Re-engineering, Re-engineering initiatives, Technology as process enabler, mapping an existing process, Process redesign, New Process Validation

UNIT II

APPROACHES TO PROCESS IMPROVEMENT: Managerial implications of Process Reengineering efforts, Total Quality Management, Implementing new process, Critical success factors of reengineering project, Comparison of different approaches.

UNIT III

INTRODUCTION TO ENTERPRISE RESOURCE PLANNING: ERP - Introduction, Evolution of Enterprise applications, what is ERP? Reasons for the growth of the ERP market, Operational advantages of Enterprise Wide Applications, Why do many ERP packages fail? What are the ERP packages being used now? Enterprise application implementation projects: Rationale for ERP, Enterprise Architecture planning, Selection of an ERP vendor, Advantages and Problems of ERP implementation, Overview of ERP modules, ERP and related technologies

UNIT IV

BUSINESS INTELLIGENCE SYSTEM: Data Mining, Data warehousing, on-line analytical processing (OLAP)

UNIT V

ERP MODULES I: Finance, Controlling, Accounting system, Manufacturing and production system, Sales and Distribution, Human Resources System.

UNIT VI

ERP MODULES II: Plant Maintenance system, Material management system, Quality management system.

UNIT VII

SUPPLY CHAIN AND CRM APPLICATIONS: Overview of Supply and demand chain, SCM framework, advanced planning systems, Introduction to CRM applications, Growth of CRM Applications.

UNIT VIII


Text Books:
References:
2. Greenberg, Paul, *CRM at the speed of Light*, TMH.

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MBA –III Semester

**ELECTIVE - III**

**12CMB29**  **FINANCIAL INSTITUTIONS, MARKETS AND SERVICES**

Objectives:

1. To understand the structure of financial system, institutions and markets.
2. To understand about financial services.

Outcomes:

After completion of the course the student will be able to
1. Apply the knowledge of financial institutions and markets in financial jobs.
2. Manage financial services effectively.

UNIT I

**FINANCIAL SYSTEM:** Structure- Components- functions- relationship with economy and financial sector reforms in India.

UNIT II


UNIT III

**BANKING INSTITUTIONS:** Functions of Bank – Scheduled Banks – Banking Innovations - BASEL Norms – Management of NPAs by Banks.

UNIT IV

**NON BANKING FINANCIAL INSTITUTIONS:** Types of NBFCs – Growth and their regulation – Mutual Funds: Types and the role of AMFI – SEBI Guidelines – Insurance: Role of Insurance in economic growth – Role of IRDA.
UNIT V


UNIT VI


UNIT VII

ASSET / FUND BASED FINANCIAL SERVICES: Lease Finance - Consumer Credit and Hire Purchase Finance – Factoring, Forfeiting and Venture Capital financing.

UNIT VIII

FEE BASED / ADVISORY SERVICES: Investment Banking-Depositories and Custodians- Credit Rating Agencies.

Text Books:

References:

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MBA –III Semester

ELECTIVE - III

12CMB30 REWARD MANAGEMENT

Objectives:
1. To understand the issues related to compensation in corporate sector and
2. To impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Outcomes:
After completion of the course the student will be able to
1. Analyze different pay structures and employee benefits.
2. Manage international compensation system.

UNIT I

REWARD MANAGEMENT: Concept, Significance, objectives, Factors influencing Compensation practices, Trends, Wage policy in India.

UNIT II


UNIT III

COMPENSATION DETERMINATION: Job evaluation as basis Conducting pay and benefit surveys and competency analysis.

UNIT IV

PAY STRUCTURES: Pay structures purpose and types of graded and pay structures.

UNIT V

ORGANIZATIONAL PERFORMANCE: Performance related pay, performance management and rewards, shop floor incentive schemes, skill based pay, and competency related pay, team rewards, relating rewards to organizational performance, non financial rewards.

UNIT VI

EMPLOYEE BENEFITS AND PENSIONS: Allowances and pension schemes, managing the reward system for special groups, rewarding directors and senior executives.

UNIT VII

INTERNATIONAL PAY AND EXPATRIATES REWARDS: Rewarding sales staff, managing reward systems, types of overseas employment, international pay system, Managing rewards with the help of computers.

UNIT VIII

STATUTORY PROVISIONS: wage boards, pay commission- pay budget management.

Text Book:
1. Helin Murlis and Micheal Armstrong, Reward Management, Koganpage

References:
3. Tapomoy deb, Compensation Management, Excel books, 2009
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(AUTONOMOUS)

MBA –III Semester

ELECTIVE - III

12CMB31 ADVERTISING AND SALES PROMOTION

Objectives:

1. To understand the influence of promotional techniques on sales.
2. To understand the impact of creativity in advertising of products.

Outcomes:

After completion of the course the student will be able to

1. Analyze the promotional activities and converts the right technique of market.
2. Apply suitable sales promotional campaigns for outlined organizations.

UNIT I

ADVERTISING: Changing concept, Advertisement in marketing mix in marketing mix, Advertising objectives and functions, Classification of advertising, Role of advertising in a developing economy - a critical appraisal.

UNIT II

ORGANIZING FOR ADVERTISING: Advertising department and advertisement manager, Functions of advertising manager; Concept of ad agency-skills and service, Types of ad agencies, Criteria for selection of an ad agency, Role of advertisement agencies, Functioning of advertisement agencies, Client agency relationship.

UNIT III

ADVERTISEMENT BUDGETS: Definition, Approaches to advertisement budgets, Advertising budget Process, Determining optimal expenditure; Methods of framing advertising budgets - sales response, communication and competitive share.

UNIT IV

ADVERTISING MEDIA: Characteristics, Media selection, Optimizing and non-optimizing approaches, Media scheduling, Media research- SOURCES OF THEMES: Adapting presentation to
medium campaign, USP, Brand image, Positioning, Purchase proposition and creative interpretation, Insertions, Contract.

UNIT V

ADVERTISEMENT COPY: Visual layout, Headline, Slogan, Logo, Art work, Production traffic copy, Effective use of words, Devices to get greater readership interrelation.

UNIT VI

ADVERTISEMENT EFFECTIVENESS: Testing of an advertisement, Need of evaluating effectiveness, Pre-testing, Post testing, Experimental designs – DAGMAR Model.

UNIT VII

SALES PROMOTION: Definition, Role, Types, Consumer sales promotion, Dealer display contests, Discounts, Bonus offers, Retail merchandising techniques. Publicity: Public relations campaign, Use of press, Radio and TV, Opinion building, Customer service and community service.

UNIT VIII

PUBLIC RELATIONS, PUBLICITY AND CORPORATE ADVERTISING: Process of PR, Publicity, Power of publicity, Control and dissemination of publicity, Advantages and disadvantages, Event Marketing

Text Books:
1. Manendra Mohan, Advertising Management Cases and concepts, TMH

References:
5. Wells, Advertising: Principles and Practice 6/e Pearson Education

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MBA –III Semester

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Objectives:
1. To understand database system and its importance.
2. To understand information system and file structure management.
Outcomes:

After completion of the course the student will be able to

1. Develop database structure.
2. Adapt appropriate data storage and establish relations.

UNIT I

INTRODUCTION: Purpose of Database systems-Data Abstraction Data models-Data Independence-Data definition Language, Data Manipulation Language- Database Manager- Database Administration. Entity-Relationship Model –E.R Diagram, Reducing E.R Diagrams to tables-Generalization-Aggregation.

UNIT II


UNIT III


UNIT IV

DATABASE MANAGEMENT SYSTEMS: Objectives of Database approach-Characters of DBMS-Data processing systems-Components of DBMS packages-Database Administration.

UNIT V


UNIT VI

ORGANIZATIONAL MEMORY TECHNOLOGIES: Data Ware House-Information Presentation-Website Management-Data Integrity-Transaction Management- Management of Database Environment-Database Administration.

UNIT VII


UNIT VIII

HIERARCHICAL MODEL: Tree Structure Diagrams - Virtual Records - Mapping Hierarchies to Files. Network Model-Data Structure Diagrams-The DBIG CODASYL-Model-Mapping Networks to Files

Textbooks:

References:

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**12CMB33 CASE STUDY-III**

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.

Case study shall a practical course. The work load for the case study shall be of two sessions of two periods each per week. 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:** 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 marks.
Objectives:

1. To understand various business strategies in general and functional management areas.
2. To provide a strategic orientation in conduct of business.

Outcomes:

After completion of the course the student will be able to
1. Apply various business strategies in general and functional management areas.
2. Choose an effective way of conducting the business.

UNIT I

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 for competitive advantage.

UNIT II

ENVIRONMENTAL SCANNING: Industry and Competitive Analysis- Methods - Evaluating
company resources and competitive capabilities-SWOT Analysis.
UNIT III


UNIT IV

STRATEGY FORMULATION: 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.

UNIT V


UNIT VI


UNIT VII

STRATEGY EVALUATION AND CONTROL: Establishing strategic controls-Role of the strategist- benchmarking to evaluate performance- strategic information systems-Guidelines for proper control- Strategic surveillance-strategic audit-strategy and Corporate Evaluation and feedback in the Indian and international context.

UNIT VIII

OTHER STRATEGIC ISSUES: Managing Technology and Innovation-Entrepreneurial Ventures and Small Business Strategic issues for Non Profit organisations.

Text Books:

1. P.SubbaRao, Strategic Management, Himalaya, 2009

References:

4. Ireland , Hoskinson , Hitt , Strategic Management, Cengage , 2009
12CMB35 TECHNOLOGY MANAGEMENT

Objectives:
  1. To understand managerial practices, processes, tools and controls found in contemporary technology-intensive enterprises.
  2. To understand marketing of technology.

Outcomes:

After completion of the course the student will be able to
  1. Utilize the market opportunities effectively and deal with technology management.
  2. Pitch upon new product and its development.

UNIT I

THE PROCESS OF TECHNOLOGICAL INNOVATION: Evolution of technology, Effects of new technology, Invention, innovation and diffusion, the need for a conceptual approach, Technological innovation as a conversion process, Factors contributing to successful technological innovation.

UNIT II

STRATEGIES FOR RESEARCH AND DEVELOPMENT: R&D as a business, Resource allocation to R&D, R&D Strategy in the decision making process, Selection and implementation of R&D strategy, R & D and Competitive advantage, New product development.

UNIT III

CREATIVITY AND PROBLEM SOLVING: The creative process, Creative individuals, Main characteristics, Techniques for creative problem solving.

UNIT IV

FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT PROJECTS: The need for cost effectiveness, R&D financial forecasts, Risk as a factor in financial analysis, Project selection formulae, Allocation of resources, DCF and other techniques of evaluating R&D ventures.

UNIT V

RESEARCH AND DEVELOPMENT: Programme planning and control, Portfolio planning, Project planning and control, Project termination, Resource allocation and management.

UNIT VI

NEW PRODUCT DEVELOPMENT: New product development as a competitive strategy, Market research for developing new products, Commercialization of research outcomes, Industrial design, Product architecture and design for manufacture, Developing indigenous substitute for raw materials.

UNIT VII

TECHNOLOGICAL FORECASTING FOR DECISION MAKING: The definition of technological forecasting, Forecasting system inputs and outputs, Classification of forecasting techniques, Organization for technological forecasting, Current status.

UNIT VIII
TRANSFER OF TECHNOLOGY: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

Text Books:

References:

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(AUTONOMOUS)

MBA –IV Semester

ELECTIVE - IV

12CMB36 FINANCIAL DERIVATIVES

Objectives:
1. To understand the importance of financial Derivatives markets.
2. To understand the pricing of derivative instruments, risk management and market strategies towards trading.

Outcomes:
After completion of the course the student will be able to
1. Apply the right pricing techniques in derivatives trading.
2. Apply good hedging strategies.

UNIT I


UNIT II
MECHANICS OF FUTURES TRADING: Specification of a futures contract, Daily settlement and margin, Delivery, quoting conventions, Relationship between spot and futures price, Forwards versus futures, Hedging with future.

UNIT III

DETERMINATION OF FORWARD AND FUTURES PRICES: The cost of carry, valuing forward contracts, Forward versus futures prices, Futures prices on stock indices, Currencies, commodities.

UNIT IV

SWAP: Interest rate and currency swaps -Types of rates, Zero-coupon rates and cash-flow discounting, Forward rates and forward rate agreements, Eurodollar and Treasury Bond futures, Plain vanilla interest rate and cross-currency swaps, Valuation, credit risk.

UNIT V

MECHANICS OF OPTIONS MARKETS -Types of options, Underlying assets, Properties of stock options, Exchange traded versus OTC options, put-call parity, Trading strategies, warrants.

UNIT VI

OPTIONS VALUATION - I: Binomial trees-One step and two step, Black- Scholes pricing formula, volatility

UNIT VII

OPTIONS VALUATION - II: Options on stock indices, Currencies, and Futures - Option pricing formula for the different types of options, The Greek letters, Delta, Theta, Gamma etc., Delta hedging, Volatility smiles

UNIT VIII


Text Books:

2. Keith Redhead, Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs.– Prentice Hall India Pvt., Ltd.,

References:


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MBA –IV Semester

ELECTIVE - IV

12CMB37 ORGANISATION DEVELOPMENT

Objectives:
1. To understand the conceptual, frame work and the theories underlying Organizational Development.
2. To understand behavioral interventions in the organization.

Outcomes:

After completion of the course the student will be able to
1. Apply interventions for building individual, team and process related to Organizational activities.
2. Understand organization development theories and strategies within a global context.

UNIT I

ORGANIZATIONAL DEVELOPMENT: Definition – History – Contributory Stems, Values, and Assumptions.

UNIT II

BELIEFS IN OD: Values in Transition, Change and managing transition–Ethical issues in OD, Ethical Considerations of OD, Ethical issues Practitioner – Succession Planning.

UNIT III


UNIT IV

DIAGNOSTIC PROCESS AND AREAS OF DIAGNOSIS: Action Research – As a Process and Approach – OD.

UNIT V

INTERVENTIONS CLASSIFICATION: Team Interventions – Inter group Interventions- Third Party Peace Making Intervention.

UNIT VI

STRUCTURAL INTERVENTIONS: Comprehensive Interventions and Training Experience.

UNIT VII


UNIT VIII

CONSULTANT ISSUES: System Ramifications- Power Politics in OD- Future of OD.

Text Books:
4. Daniel Robey & Steven Actman, Organization Development, Macmillan

References:
Objectives:

1. To acquaint the students to the uniqueness of the services characteristics and its marketing implications.
2. To discuss, measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Outcomes:

After completion of the course the student will be able to

1. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.

UNIT I

INTRODUCTION TO SERVICES: What are Services, Why Service Marketing, Difference in goods and services marketing, Myths about Services, Concept of Service Marketing Triangle, Service Marketing Mix, GAP models of service quality

UNIT II

CONSUMER BEHAVIOUR IN SERVICES: Search, Experience and Credence Property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services Customer perception of services, Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception.

UNIT III

KEY REASONS FOR GAP 1: Understanding customer expectation through market research: Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Market segmentation-Process & targeting in services, Retention strategies- Monitoring relationship, 3 levels of retention strategies

UNIT IV


UNIT V

EMPLOYEE ROLE IN SERVICE DESIGNING: Importance of service employee, Boundary spanning roles, Emotional labor, Source of conflict, Quality – productivity trade off. Strategies for closing GAP3 Customers role in service delivery- Importance of customer & customers role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries-
Key intermediaries for service delivery, Intermediary control strategies.

UNIT VI

MANAGING DEMAND AND CAPACITY: Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and demand, Waiting line strategies

UNIT VII

ROLE OF MARKETING COMMUNICATION: - Key reasons for GAP 4 involving communication, Strategies to match service promises with delivery, Methodology to exceed customer expectation
Pricing of services- Role of price and value in provider GAP 4, Role of non monitory cost, Price as an indicator of service quality Approaches to pricing services, pricing strategies

UNIT VIII

PHYSICAL EVIDENCE IN SERVICES: Types of service scapes, Role of service scapes, Framework for understanding service scapes & its effect on behaviour, Guidance for physical evidence strategies

Text Books:

1. Valarie A Zeithmal & Mary Jo Bitner, Services Marketing, -TMH, 3/e,2004
2. Christopher Lovelock, Services Marketing, Pearson Education, 2004
3. Rajendra Nargundkar, Services Marketing, TMH,1/e,2004

References:
1. Kenneth E Clow & David L Kurtz, Services Marketing, Biztantra, 2/e, 2007
7. S M Jha, Services Marketing, HPH, 2007

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MBA – IV Semester

ELECTIVE - IV

12CMC39 DATA COMMUNICATION AND NETWORK ANALYSIS

Objectives:

1. To provide the basic concepts of Data Communication and Network analysis.
2. To provide the knowledge of Network analysis, Network security, privacy and data encryption.

Outcomes:

After completion of the course the student will be able
1. To deal with network sharing and message transformation effectively.
2. To apply the basic concepts of Data Communication and Network Analysis, network security, privacy and data encryption.

UNIT I

UNIT II

**PHYSICAL LAYER**: Transmission and multiplexing – Digital transmission – Circuit switching packet switching - Terminal handling – error correction and error correcting codes.

UNIT III

**DATA – LINK LAYER**: Simple protocols Unrestricted stop and wait sliding window protocols.

UNIT IV

**NETWORK LAYER**: Virtual circuits and data gram, centralize hierarchical and broadcasting algorithms.

UNIT V

**TRANSPORTATION LAYER AND SESSION LAYER**: Transport service -addressing and connection establishment – flow control and buffering – synchronization – crash recovery gate way – Internet work fragmentation – session layer.

UNIT VI


UNIT VII

**APPLICATION LAYER**: Distribution systems.

UNIT VIII

**ISDN-SERVICE & HISTORY**: TCP/IP and Net Working Derivers.

Text Books:


References:

1. Bertsekas and Gallages, *Data Networks*, PHI.

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**MBA – IV Semester**

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**ELECTIVE - V**

**12CMB40 INTERNATIONAL FINANCIAL MANAGEMENT**

Objectives:

1. To understand competencies and methodologies in International Financial Management.
2. To understand foreign exchange markets.

Outcomes:
After completion of the course the student will be able to
1. Apply knowledge in new and unfamiliar circumstances.
2. Apply right decisions to solve investment problems.
3. Analyze financial statements, portfolio management.

UNIT I

**International Financial Management:** An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM.

UNIT II

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.

UNIT III

**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).

UNIT IV

**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.

UNIT V

**Currency Futures and Options Markets:** Overview of the other markets - Euro currency market- Euro credit market- Euro bond market- International Stock market.

UNIT VI


UNIT VII


UNIT VIII

**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.

Text Book:

References:

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**(AUTONOMOUS)**

**MBA – IV Semester**

**ELECTIVE - V**

**12CMB41 TRAINING AND DEVELOPMENT**

**Objectives:**

1. To understand training needs and requirements of individuals and organizations.
2. To understand primary processes and system for developing human resource of the organization.

**Outcomes:**

After completion of the course the student will be able to

1. Apply suitable training and development techniques of any organization.
2. Plan career development effectively.

**UNIT I**

**TRAINING CONCEPTS:** introduction- concept-Training process-significance-models of training-systematic model-transitional model-systems approach to training. Employee development, Approaches, Company strategies for providing development.
UNIT II

CAREERS AND CAREER MANAGEMENT: concept and significance-model of career development. Career management systems- roles of employees, managers, human resource managers and company in career management.

UNIT III

TRAINING FUNCTIONS: HR and the Training function- Training and corporate strategy-organization and management of Training function- role and responsibilities-challenges to Training managers.

UNIT IV


UNIT V

TRAINING NEEDS ASSESSMENT: Training needs assessment-definition and purposes-components of needs assessment-advantages-competency modeling-organization analysis-team work for conducting needs analysis-selection of trainees.

UNIT VI

DESIGN OF TRAINING PROGRAMME: course content design-trainer skill development-facilities design-trainee design-resistance in training-motivation of trainee: goal setting-pre-training communication-use of ice breakers to stimulate interest.

UNIT VII

TRAINING METHODS: Introduction, Presentation methods, Hands on methods, Group building methods, Choosing a training method..

UNIT VIII


Text books:

2. R.Krishnaveni, Human resource development, Excel, 2009

References:

3. Rolf P.Lynton and Udai Pareek,Training for development, sage publications,2009
5. Bcanchand,Thacker, Effective training, pearson,2009
6. Aparna Raj Training-theory and practice,kalyani
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MBA –IV Semester

ELECTIVE - V

12CMB42  INTERNATIONAL MARKETING

Objectives:

1. To understand fascinating world of international marketing in a practical way.
2. To understand environmental issues related to international marketing.

Outcomes:

After completion of the course the student will be able to
1. Choose right agency for assistance and dealing with international aspects of markets.
2. Decide on right pricing mechanism for marketing.

UNIT I

INTERNATIONAL MARKETING: scope and Significance of International Marketing, the Strategic importance of International Marketing, Differences between International and domestic Marketing. Need for International trends in foreign trade.

UNIT II

INTERNATIONAL MARKET ENVIRONMENT: International environment, International Social &culture Environment, the political legal environment and regulatory environment of International Marketing. Technological Environment, Business Customs in International Market.

UNIT III


UNIT IV


UNIT V


UNIT VI


UNIT VII

UNIT VIII

EXPORT MARKETING: Introduction to Export Marketing, Export policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Text Books:

References:

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MBA –IV Semester

ELECTIVE - V

12CMC43 CORPORATE INFORMATION MANAGEMENT

Objectives:

1. To understand the importance of IT management in corporate.
2. To understand the importance of outsourcing and information system.

Outcomes:

*After completion of the course the student will be able to*
1. Demonstrate the ability to effectively communicate and collaborate with persons in various information systems.*
UNIT I


UNIT II


UNIT III


UNIT IV

MANAGING IT SERVICES: Availability facilities – Uninterruptible power – Delivery- Climate control – Security – New service models.

UNIT V

IT OUTSOURCING: Managing risk through incremental outsourcing – Outsourcing advantages and disadvantages – Outsourcing opportunities- Managing relationships with outsourcing agencies

UNIT VI

COORDINATION AND CONTROL OF IT: Development stages of IT in organizing- Nolan’s, model- Distributed data, preprocessing-Centralization vs decentralization-drivers towards user dominance –Drivers towards centralizes policy- Coordination and location IT policy.

UNIT VII

PROJECT MANAGEMENT: Project categories-Project management: stage in project-planning and controlling tools-problems- Towards effective project management.

UNIT VIII


Text Books:

References:
1. Lynda M.Applegate, Rober D. Ausitn and F. Warren McFarlan, Corporate Information Strategy and Management, TMH.
ELECTIVE - VI

12CMB44  CORPORATE FINANCE

Objectives:

1. To understand the perspective and integrated view of the fundamental principles and techniques needed to make value maximizing decisions.
2. To understand the importance of capital markets.

Outcomes:

After completion of the course the student will be able to
1. Use financial information, apply time value of money concepts and formulas, appropriately apply capital budgeting techniques, value securities, and make informed financial decisions
2. Deal with legal and ethical considerations that affect financial decision-making in corporations.

UNIT I


UNIT II


UNIT III

FINANCING DECISION: Cost Of Capital - Cost Of Various Sources Of Financing, Capital Structure Determination - Equity And Debt Forms

UNIT IV

DIVIDEND VALUATION: Dividend Valuation Model, Dividend Policies - Walter Model - Gordon Model - Payment Ratio, Residual Payment - Mm Irrelevance Doctrine - Role Of Finance Institutions

UNIT V

CAPITAL MARKETS: Fiscal Policies - Government Regulation Affecting Capital Market, Role of SEBI.

UNIT VI

CORPORATE RESTRUCTURING: Business Failure - Mergers - Consolidations and Liquidation, Lease Finance - Venture Capital - Mutual Funds.

UNIT VII

INTERNATIONAL FINANCE - I: Inflation and Financial decisions - Foreign collaboration - Business Ventures abroad.

UNIT VIII

INTERNATIONAL FINANCE - II: International Financial Institutions and Multinational Corporations

Text Books:


**References:**

2. Apply various functions of GHRM including Industrial Relations in the liberalized environment.

UNIT I


UNIT II

HUMAN AND CULTURAL VARIABLES IN GLOBAL ORGANIZATIONS - Cross Culture Skills and Conflicts - cross cultural differences- Managing Across Culture-cross cultural research methodologies- Hofstede's Hermes study, managerial implications.

UNIT III


UNIT IV

COMPENSATION PRACTICES: Importance – Concepts- Issues – Methods - Designing compensation programme, approaches to international compensation, differentiating PCN’S and TCN’S.

UNIT V

APPRAISAL IN THE GLOBAL PERSPECTIVE: Programmes and agencies-evaluation of global HRM practices.

UNIT VI

TRAINING AND DEVELOPMENT: Need, cross cultural training, learning- performance management and HR process-competency appraisal-cultural issues.

UNIT VII

INTERNATIONAL INDUSTRIAL RELATIONS: Grievances Redressal Machinery, collective negotiations, disputes/conflicts, quality circles and participative management.

UNIT VIII

PEOPLE MANAGEMENT: USA-European countries, Asian countries and Middle East.

Text Books:
1. Aswathappa, International human resource management, TMH, 2009

References:
1. Adler N.J, Kent, International dimensions of organizational behavior,
ELECTIVE - VI

12CMB46 CUSTOMER RELATIONSHIP MANAGEMENT

Objectives:

1. To understand the perspectives of consumers and buying and their buying behavior.
2. To provide students with a good knowledge of CRM, Technological and operations issues in implementing CRM.

Outcomes:

After completion of the course the student will be able to:

1. Apply various CRM concepts in Business.
2. Develop customer relations in an effective manner to increase customer loyalty.

UNIT I


UNIT II

CRM IN CONSUMER MARKETS: Customer Service and Contact centers for CRM- Customer Satisfaction and Loyalty.

UNIT III

CUSTOMER ACQUISITION: Retention and Development - Complaint Management- Sales Force Automation.

UNIT IV

TECHNOLOGICAL TOOLS FOR CRM: Components of CRM Solutions –Product offerings in the CRM Markets Space- Comparison of Siebel-Oracle-My SAP-People soft-e-CRM.

UNIT V

MANAGING CRM PROJECT: Planning CRM Programme.

UNIT VI

TECHNOLOGICAL AND OPERATIONAL ISSUES IN IMPLEMENTING CRM: Benefits and barriers to CRM.

UNIT VII

CUSTOMER RELATIONSHIP QUALITY MANAGEMENT: Designing Effective Relationship Management Systems.

UNIT VIII

CRM ROAD BLOCKS: Privacy and Ethics- Future of CRM.

Text Books:

References:

2. Roger J. Baran, Customer Relationship Management, Cengage, 2009
3. G. Shainesh & Jagadish N sheth Customer Relationship Management a Strategic Perspective, Macmillan
ELECTIVE - VI

12CMC47 DECISION SUPPORT SYSTEMS

Objectives:

1. To explain the process of Decision making in various management functions using Information Systems.
2. To provide an understanding of decision support system for management decisions.

Outcomes:

After completion of the course the student will be able to
1. Work toward implementation of personal efficiency with a right decision support system.
2. Expedite and solve the problems.

UNIT I

DECISION SUPPORT SYSTEMS: Definition – Characteristics – Performance objectives – DSS versus MIS - Technology Levels - Components of DSS.

UNIT II


UNIT III

DIALOG MANAGEMENT: Database Management- Model Base Management.

UNIT IV


UNIT V

DEVELOPING DECISION SUPPORT SYSTEMS AND DETERMINISTIC MODELS: The DSS Development Methodology-Decision Support Systems Technology levels and tools -Models Required to Cope with Uncertainty- Probabilistic Models and Fuzzy Sets- Fuzzy DSS and Fuzzy Expert DSS.

UNIT VI

DECISION SUPPORT SYSTEM: Definitions of DSS- Architecture of DSS-Scope of DSS- Characteristic and Capabilities of DSS- Components of DSS-Modules in DSS- Classification of DSS-DSS Tools-DSS Generators- Steps in Designing a DSS.

UNIT VII


UNIT VIII

DSS IMPLEMENTATION: Implementation in Industries and Applications.

Text Books:

1. Efraim Turban, Decision Support and Expert Systems, Macmillan,
2. Efraim Turban, Jay E. Aronson, Ting-Peng Liang, DSS and Intelligent Systems, Pearson Education, 2009
References:


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MBA- IV Semester

12CMB48 SEMINAR

The Objective of the seminar is to evaluate the skills required for the managers viz., communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills acquired by the students in the course of M.B.A and to analyse the managerial capabilities.

Students are required to present a seminar on any contemporary issue of the business.
Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before the commencement of the project work each student is required to submit a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for the subsequent work. The project should have an internal faculty as guide. The student can initiate the project work in the penultimate semester of the course.

References: