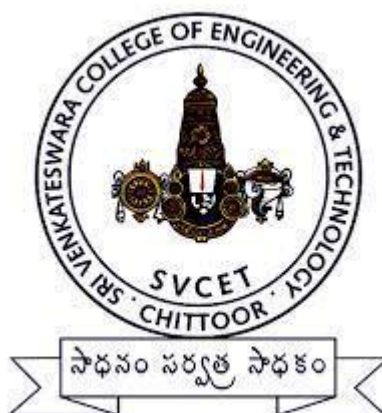


# **ACADEMIC REGULATIONS, COURSE STRUCTURE AND DETAILED SYLLABI**

## **M.B.A REGULAR TWO YEAR DEGREE PROGRAMME (FOR THE BATCHES ADMITTED FROM THE ACADEMIC YEAR 2015-16)**

### **MASTER OF BUSINESS ADMINISTRATION**



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

Accredited by NBA, New Delhi & NAAC, Bengaluru | Affiliated to JNTUA, Ananthapuramu,  
Recognized by the UGC under Section 12(B) and 12(F) | Approved by AICTE, New Delhi

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**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**  
**(AUTONOMOUS)**  
**(AFFILIATED TO JNTUA, ANANTHAPURAMU)**  
**ACADEMIC REGULATIONS**  
**M.B.A REGULAR TWO YEAR DEGREE PROGRAMME**  
**(FOR THE BATCHES ADMITTED FROM THE ACADEMIC YEAR 2015-16)**

The Jawaharlal Nehru Technological University Anantapur, Ananthapuramu 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 Convener 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 by paying prescribed fee.
- 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:**

5.1. 1. For the theory subjects 60 marks will be for the External End Examination. The other 40marks will be for Internal Evaluation, Out of which 20 marks will be based on the average of the marks secured in the two Mid Term-Examinations held, 10 marks will be for case study and analysis, 5 marks for the assignment (Average of 2 Assignments), in the concerned subject and remaining 5 marks will be for Class participation and discussion.

2. The first Mid exam will be conducted in the middle of the Semester (First two units) and another immediately after the completion of instruction (Last three units) with four questions to be answered out of five in 2 hours, evaluated for 20 marks

For semester end examination (External paper setting & External evaluation) five questions shall be given for a maximum of 50 marks with one question from each unit with internal choice i.e. either or type, and 10 marks for case study. All questions carry equal marks.

- 5.2. In case of Introduction to Business Analytics-Lab (15CMB08), in I Year I Semester, 60 marks shall be for End Semester Examinations and 40 marks will be for Internal evaluation based on the day to day performance in the laboratory (25marks) and laboratory test at the end of the semester (15marks).
- 5.3. For Mini Project and Seminar 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 department 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.

% of marks obtained	Grade	Grade Points(GP)
90 to 100	A+	10
80 to 89	A	9
70 to 79	B	8
60 to 69	C	7
50 to 59	D	6
Less than 50 in Sum of Internal & External (or) Less than 40 in External	F	0
Not Appeared	N	0

**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:

$$GPA = \frac{\sum(CXGP)}{\sum C}$$

Where C denotes the credits assigned to subjects undertaken up to 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, Ananthapuramu 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.

Cumulative Grade Point Average	Class
≥7.75	First Class with Distinction
≥6.75 and <7.75	First Class
≥6.0 and <6.75	Second Class

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

**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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**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

**(AFFILIATED TO JNTUA, ANANTHAPURAMU) RULES FOR DISCIPLINARY ACTION FOR  
MALPRACTICE / IMPROPER CONDUCT IN EXAMINATIONS**

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

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

6.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that Semester/year. The candidate is also debarred and forfeits of seat.
7.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the impostor is an outsider, he will be handed over to the police and a case is registered against him.

8.	<p>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.</p>	<p>In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.</p>
9.	<p>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.</p>	<p>Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.</p> <p>Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.</p>

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.

# **DEPARTMENT OF MANAGEMENT STUDIES**

## **VISION:**

To be a globally recognized institution for creating leaders in the emerging areas of business.

## **MISSION:**

To transform the lives of our students and stakeholders by enriching learning experience, providing exposure to advanced areas of knowledge through research and reinforcing the commitment to human values.

## **PROGRAMME OBJECTIVES:**

1. To gain knowledge of critical functions of business
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

1. Analyze the Political, Economical, Social, Technological, Legal and Environmental context of business.

2. Appreciate individual ethical behavior and discharge community responsibilities in organization and society.
3. Create and deliver value to the customers by identifying their needs and wants.
4. Apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.
5. Adapt and find innovative methods for problem solving, to cope with unforeseen events, and to manage in unpredictable environments.
6. Manage contemporary societal and global issues resulting from diversity
7. Demonstrate Leadership and Team work capabilities.
8. Improve the verbal and non-verbal communication skills.
9. Analyze financial statements, undertake portfolio management and make investment decisions.
10. Demonstrate capabilities in new venture creation & entrepreneurship.
11. Achieve higher levels of proficiency and self-actualization through pursuing lifelong learning.

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

COURSE STRUCTURE (2015-16)

**MASTER OF BUSINESS ADMINISTRATION**

**SEMESTER PATTERN**

**MBA SEMESTER-I**

S.NO	Course Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		
			L	T	P		Internals	Externals	Total
1	15CMB01	Principles of Management	4	1	0	4	40	60	100
2	15CMB02	Organizational Behaviour	4	1	0	4	40	60	100
3	15CMB03	Business Economics	4	1	0	4	40	60	100
4	15CMB04	Accounting for Managers	4	1	0	4	40	60	100
5	15CMB05	Indian and International Business Environment	4	1	0	4	40	60	100
6	15CMB06	Business Statistics	4	1	0	4	40	60	100
7	15CMB07	Managerial Communication	4	1	0	4	40	60	100
8	15CMB08	Introduction to Business Analytics	2	0	2	4	40	60	100
		<b>Total</b>	<b>30</b>	<b>7</b>	<b>2</b>	<b>32</b>	<b>320</b>	<b>480</b>	<b>800</b>

**MBA SEMESTER-II**

S.NO	Course Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		
			L	T	P		Internals	Externals	Total
1	15CMB09	Human Resource Management	4	1	0	4	40	60	100
2	15CMB10	Financial Management	4	1	0	4	40	60	100
3	15CMB11	Marketing Management	4	1	0	4	40	60	100
4	15CMB12	Production and Operations Management	4	1	0	4	40	60	100
5	15CMB13	Management Information Systems	4	1	0	4	40	60	100
6	15CMB14	Operations Research	4	1	0	4	40	60	100
7	15CMB15	Business Research Methodology	4	1	0	4	40	60	100
8	15CMB16	Seminar on Contemporary Issues in Management	0	0	2	2	50	0	50
		<b>Total</b>	<b>28</b>	<b>7</b>	<b>2</b>	<b>30</b>	<b>330</b>	<b>420</b>	<b>750</b>



**MBA SEMESTER-III**

S.NO	Course Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		
			L	T	P		Internals	Externals	Total
1	15CMB17	Business Law	4	1	0	4	40	60	100
2	15CMB18	Strategic Management	4	1	0	4	40	60	100
3	15CMB19	Business Ethics	4	1	0	4	40	60	100
4		Elective-I	4	0	0	4	40	60	100
5		Elective-II	4	0	0	4	40	60	100
6		Elective-III	4	0	0	4	40	60	100
7		Elective-IV	4	0	0	4	40	60	100
8	15CMB39	Mini Project	0	0	2	2	50	0	50
<b>Total</b>			<b>28</b>	<b>3</b>	<b>2</b>	<b>30</b>	<b>330</b>	<b>420</b>	<b>750</b>

List of Electives offered in the third semester (choose any four)\*\*

S.No	Course Code	FINANCE
1	15CMB20	Security Analysis and Portfolio Management
2	15CMB21	Financial Institutions and Markets
3	15CMB22	Financial Derivatives
4	15CMB23	Corporate Finance
5	15CMB24	Business Taxation
		<b>MARKETING</b>
6	15CMB25	Retail Management
7	15CMB26	Customer Relationship Management
8	15CMB27	Sales and Distribution Management
9	15CMB28	Consumer Behaviour
10	15CMB29	Rural Marketing
11	15CMB30	Business Marketing
		<b>HUMAN RESOURCE</b>
12	15CMB31	Human Resource Development
13	15CMB32	Strategic Human Resource Management
14	15CMB33	Compensation and Reward Management
15	15CMB34	Performance Management
		<b>SYSTEMS</b>
16	15CMC35	Managing E-Business
17	15CMC36	Business System Analysis and Design
18	15CMC37	Cyber Laws
19	15CMC38	Business Intelligence

**\*\* A Specialization will be offered only if a minimum of 30 students opt for it in a particular semester.**

## MBA SEMESTER-IV

S.NO	Course   Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		
			L	T	P		Internals	Externals	Total
1	15CMB40	Entrepreneurship Development	4	1	0	4	40	60	100
2	15CMB41	Total Quality management	4	1	0	4	40	60	100
3		Elective-V	4	0	0	4	40	60	100
4		Elective-VI	4	0	0	4	40	60	100
5		Elective-VII	4	0	0	4	40	60	100
6		Elective-VIII	4	0	0	4	40	60	100
7	15CMB59	Project	0	0	14	10	80	120	200
		<b>Total</b>	<b>24</b>	<b>2</b>	<b>14</b>	<b>34</b>	<b>320</b>	<b>480</b>	<b>800</b>

List of Electives offered in the Fourth semester (choose any Four)\*\*

S.No	Course Code	FINANCE
1	15CMB42	Banking and Financial Services
2	15CMB43	International Financial Management
3	15CMB44	Risk Management and Insurance
4	15CMB45	Strategic Investment and Financing Decisions
		<b>MARKETING</b>
5	15CMB46	Services Marketing
6	15CMB47	Product and Brand Management
7	15CMB48	Advertising & Sales Promotion
8	15CMB49	Supply Chain Management
9	15CMB50	Social Media Marketing
		<b>HUMAN RESOURCE</b>
10	15CMB51	Management of Change & Organization Development
11	15CMB52	Management of Industrial Relations
12	15CMB53	Global Human Resource Management
13	15CMB54	Knowledge Management
		<b>SYSTEMS</b>
14	15CMC55	Advanced Business Analytics
15	15CMC56	Software Project Management for Enterprise
16	15CMC57	Enterprise Resource Planning
17	15CMC58	Decision Support Systems

**\*\* A Specialization will be offered only if a minimum of 30 students opt for it in a particular semester.**

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

**MBA –I SEMESTER**

**L T P C**

**4 1 0 4**

**15CMB01 PRINCIPLES OF MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Assume the roles and responsibilities associated with managerial functions.*
- 2. Identify the key contributors and their contributions in the development of management thought.*
- 3. Solve the day-to-day issues and problems arising in an organization by using the conceptual knowledge learned from various theories of management.*
- 4. Compare various approaches in management for problem solving.*

**UNIT - I: OVERVIEW OF MANAGEMENT:** Concept – Definition; Nature - Process and Significance of Management; Managerial Roles (Mintzberg) - Trends and challenges of Management in Global Scenario; An Overview of Functional areas of Management – Marketing – Finance – Production – HRM – IT and R&D.

**UNIT - II: EVOLUTION OF MANAGEMENT THOUGHT:** From the machine age to Information age - F.W.Taylor - Management as science, Henry Fayol 14 Principles of management, Beyond Scientific Management - The mythology of managerial work; Peter Drucker - The Prophet of change - Knowledge Management - Decision Theory.

**UNIT - III: PLANNING AND CONTROL:** Concept- Process and Types; Decision making concept and process; Bounded rationality; Management by objectives; Corporate Planning; Environment analysis and Diagnosis; Strategy Formulations; Managerial Control- Concept and process - Designing an Effective Control System - Techniques - Traditional and Modern (PERT and CPM).

**UNIT - IV: ORGANIZING:** Concept- Nature- Process and Significance; Authority and Responsibility Relationships - Delegation, Decentralization - Departmentation basis and formats; Formal and Informal Organization - Changing patterns in Organization structures in the Knowledge economy.

**UNIT - V: LEADERSHIP:** The Core of Leadership: Influence- Functions of Leaders- Leadership Style- Leadership Development; Change and Development: Model for Managing Change- Forces for Change- Need for Change- Alternative Change Techniques- New Trends in Organizational Change.

**TEXT BOOKS:**

1. Prasad L.M., Principles and practice of management (8<sup>th</sup> edition). New Delhi: Sultan Chand and Sons, 2012.
2. Weihrich Heinz and Harold Koontz, Management: A Global Perspective (11<sup>th</sup> edition). New-Delhi: Mc-Graw Hill, 1994.

**REFERENCES:**

1. Stephen P. Robbins and David A. Decenzo, *Fundamentals of Management (9<sup>th</sup> edition)*. New Delhi: Pearson Education, 2013.
2. Koontz, Weihrich and Aryasri, *Principles of Management(1<sup>st</sup> edition)*. India: Tata McGraw Hill, 2014.
3. R.S. Dwivedi, *Management – An Integrated Approach*, India: National Publishing House.

**MAPPING OF COs WITH POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	3	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
Average	-	3	-	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	3	-	3	3	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY  
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<b>MBA-I SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>4</b>	<b>1</b>	<b>0</b>	<b>4</b>

**15CMB02 ORGANIZATIONAL BEHAVIOUR**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Explain the principal concepts and theories of Organizational Behavior.*
- 2. Recognize the individual and group behavior in the organization.*
- 3. Assess the organization system, including structure, culture, human resources and change.*
- 4. Relate to human behavior and organizational environment.*

**UNIT - I: FOCUS AND PURPOSE:** Definition, Need and Importance of organizational behaviour – Nature and scope – Framework – Organizational behaviour models.

**UNIT - II: INDIVIDUAL BEHAVIOUR:** Personality – types – Factors influencing personality – Theories – Learning – Types of learning – The learning process – Learning theories – Organizational behaviour modification; Misbehavior – Types – Management Intervention; Emotions - Emotional Labour – Emotional Intelligence – Theories; Attitudes – Characteristics – Components – Formation – Measurement- Values; Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management; Motivation – importance – Types –Theories- Effects on work behavior.

**UNIT - III: GROUP BEHAVIOUR:** Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

**UNIT - IV: LEADERSHIP AND POWER:** Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

**UNIT - V: DYNAMICS OF ORGANIZATIONAL BEHAVIOUR:** Organizational culture and climate – Factors affecting organizational climate – Importance; Job satisfaction – Determinants – Measurements – Influence on behavior; Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change; Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life; Organizational development – Characteristics – objectives – Organizational effectiveness- Learning Organization.

**TEXT BOOKS:**

1. Stephen P. Robins (2008). *Organizational Behavior (11<sup>th</sup> edition)*. PHI Learning / Pearson Education.
2. Fred Luthans (2001). *Organizational Behavior (11<sup>th</sup> edition)*. McGraw Hill.

**REFERENCES:**

1. Schermerhorn, Hunt and Osborn (2008). *Organisational behavior (9<sup>th</sup> Edition)*. John Wiley.
2. Udai Pareek (2004). *Understanding Organisational Behaviour (2<sup>nd</sup> Edition)*. Oxford Higher Education.

**MAPPING OF COs WITH POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-		3	-	-	3	-
CO2	-	2	-	-	-	1		-	-	3	
CO3	-	-	3	-	3		3	-	-	-	-
CO4	-	-	-	-	2	1	3	-	-	-	-
Average	-	2	3	2	2.5	1	3	-	-	3	-
Correlation Level of the Course	-	2	3	2	3	1	3	-	-	3	-

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<b>MBA –I SEMESTER</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>4</b>

**15CMB03 BUSINESS ECONOMICS**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Apply basic economic principles for managerial decision making.*
- 2. Measure utility, forecast demand, forecast supply and estimate cost.*
- 3. Analyze market structures and identify the pricing practices.*
- 4. Identify the macro economic factors and their impact on businesses.*

**UNIT - I: INTRODUCTION TO BUSINESS ECONOMICS:** Definition - Nature and Scope - The Role of economists in an organization; **BASIC ECONOMIC PRINCIPLES:** The concept of Opportunity Cost - Discounting principle - Time perspective - Incremental Concept - Equi-Marginalism; **OBJECTIVES OF THE FIRM:** Profit Maximization - Sales Maximization and other objectives.

**UNIT - II: UTILITY AND DEMAND ANALYSIS:** Meaning and measurement of utility - **CARDINAL UTILITY ANALYSIS:** Law of diminishing marginal utility - Limitations of cardinal utility analysis; **ORDINAL UTILITY ANALYSIS:** Indifference curve approach - Marginal rate of substitution - Properties of indifference curves - Budget line or iso-Expenditure line - Consumer equilibrium; **THEORY OF DEMAND:** Meaning of Demand - Determinants of Demand - Law of Demand and its Exceptions; **ELASTICITY OF DEMAND:** Definition - Types - Measurement and Significance of Elasticity of Demand - Types and methods of Demand Forecasting.

**UNIT - III: SUPPLY ANALYSIS:** Supply function - The Law of Supply - Elasticity of Supply; **PRODUCTION ANALYSIS:** Production function - Production function with one & two variables - Isoquants and Isocosts - Marginal Rate of Technical Substitution - Least cost combination of inputs - Cobb-Douglas Production Function - Returns to Scale - Economies of scale; **COST ANALYSIS:** Cost Concepts - Short Run vs. Long Run Costs; **PROFIT**

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

**UNIT - IV: MARKET STRUCTURE AND PRICING PRACTICES:** Features and Types of different Competitive Situations – Price-Output Determination in Perfect Competition – Monopoly - Monopolistic Competition and Oligopoly both in the long run and short run; **PRICING PHILOSOPHY:** Pricing methods and Strategies.

**UNIT - V: MACRO ECONOMICS & BUSINESS:** Nature, concept & Measurement of National Income. Classical and Keynesian approaches; Inflation: Types, causes and measurement of inflation. Philips curve; stagflation; Trade cycles causes and policies to counter trade cycles.

**TEXT BOOKS:**

1. Mehta, P.L. *Managerial Economics - Analysis, Problems, Cases*. Sultan Chand and Sons.
2. Dean. Joel. *Managerial Economics*. PHI.

**REFERENCES:**

1. Varshney and Maheswari. *Managerial Economics*. Sultan Chand and Sons.
2. Wilkinson, Nick. *Managerial Economics: A Problem-Solving Approach*. Cambridge University Press
3. Peterson, H.C. and W.C.Lewis. *Managerial Economics*. Prentice-Hall of India

**MAPPING OF COs WITH POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	-	-	3	-	-	-	-	-	-	-
CO2	-	-	3	3	-	-	-	-	-	2	-
CO3	-	-	3	3	-	-	-	-	-	-	-
CO4	-	-	3	3	-	-	-	-	-	2	-
Average	1	-	3	3	-	-	-	-	-	2	-
Correlation Level of the Course	1	-	3	3	-	-	-	-	-	2	-



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**15CMB04 ACCOUNTING FOR MANAGERS**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Use the concepts of accounting in preparation of financial statements.*
- 2. Evaluate the accuracy of the statements of accounts.*
- 3. Use the tools and techniques for understanding financial position of an organization.*
- 4. Prepare cost sheets and budgets.*

**UNIT - I: INTRODUCTION TO ACCOUNTING:** Meaning – Definition – Scope - Objectives of Accounting - GAAP - Accounting Concepts and conventions - Management Accounting Vs. Cost Accounting vs. Financial Accounting -Importance of Management Accounting.

**UNIT - II: ACCOUNTING PROCESS:** Over view - Classification of Accounts - Double Entry System - Books of Original Record - Journal and Subsidiary books – Ledger - Trial Balance- Capital and Revenue Expenditure and Receipts - Final Accounts with adjustments.

**UNIT - III: FINANCIAL ANALYSIS:** Analysis and Interpretation of Financial statements from investor and company point of view- Horizontal Analysis and Vertical Analysis of Company Financial Statements – Ratios (Conversion of ratios) - Liquidity – Leverage - Solvency and Profitability ratios -Statement of Changes in Working Capital - Funds from Operations Funds Flow & Cash Flow statements - Pre packaged Accounting software - Extensive Business Reports Language (XBRL).

**UNIT - IV: COST CONCEPTS:** Classification of costs - Direct and Indirect expenses- Cost Sheet - Unit Costing - Job Costing - Mechanics & Application of Marginal Costing in terms of cost control - Profit Planning - concept of CVP relationship; BEP and their applications.

**UNIT - V: BUDGETARY CONTROL:** Budget, budgetary control- steps in budgetary control- Flexible budget-Master budget-Performance budgets- Concept of Zero Based Budgeting.

**TEXT BOOKS:**

1. M Y Khan & P.K. Jain (2011). *Management Accounting*. Tata McGraw Hill.
2. M.C. Shukla & T.S. Grewal. *Advanced Accounting*.

**REFERENCES:**

1. Gupta R.L. and Radhaswamy M. *Advanced Accountancy*. Sultan Chand.
2. Vijaya Kumar (2009). *Accounting for Management*. TMH.
3. Dr.S.N. Maheshwari and Dr.S.K. Maheshwari(2007). *Financial Accounting*. Vikas Publishing House Pvt. Ltd.

**MAPPING OF COs WITH POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	-	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
Average	-	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	3	-	-

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**15CMB05 INDIAN AND INTERNATIONAL BUSINESS ENVIRONMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

1. *Identify key factors and issues affecting the business.*
2. *Analyze the various components of environment and their impact on business.*
3. *Predict the key forces shaping the future business environment.*
4. *Relate to the key characteristics of the global business environment.*

**UNIT - I: BUSINESS ENVIRONMENT:** Nature of Business - Scope of Business- Characteristics of Contemporary Business - Business Objectives - Components of Business Environment - Business systems – Process and Classification of Business –Levels of Business Environment- Micro level Environment and Macro level Environment; Understanding the Environment: Environment Analysis- Porter’s five force model- Competitor Analysis; **POLITICAL ENVIRONMENT:** Introduction - Political Environment and the Economic system - Types of Political Systems - Functions of State - Indian Constitution and Business - Economic Role of Government - Business Risks Posed by the Indian Political System.

**UNIT - II: ECONOMIC ENVIRONMENT:** Nature of the Economy- structure of the Economy Concept of Economic Systems - Types of economic systems; Economic Policies: Union Budget - Tax structure - Fiscal Policy -- Capital market and Money Market Stock Exchanges and Regulations - Monetary Policy – Role of SEBI - SEBI guidelines relating to capital market issues - Finance Commission - Foreign Trade policy – Industrial policies since independence- Industrial policy since 1991 - Economic Liberalization - Public sector vis-à-vis Privatization - Private Public Partnership (PPP) - Policy for Navaratnas; **SOCIO CULTURAL ENVIRONMENT:** Introduction- Business and Society - Business and Culture - Indian Business Culture - Culture and Organizational Behavior - Impact of socio cultural environment on business - Responsibility towards consumers- employees- corporate social responsibility - Corporate Governance.

**UNIT - III: TECHNOLOGICAL ENVIRONMENT:** Technological Development & Technical Progress - Determinants of Technological Environment- Indian Science & Technology Policy-

Objectives & Implementation; **LEGAL ENVIRONMENT:** Introduction- Industrial Acts and Legislations- Laws relating to Intellectual Property Rights- Key Regulations- Arbitrations and collations- Laws relating to specific Industry- Laws relating to Business in Abroad.

**UNIT-IV: MANAGING ENVIRONMENTAL ISSUES AND SUSTAINABLE DEVELOPMENT:**

Environmental management as a competitive advantage - The greening of management - Role of Government in environmental regulations - Industrialization - urban and rural environmental development; **SUSTAINABLE DEVELOPMENT:** Concepts - Relevance in modern Business - World Business Council for Sustainable Development(WBCSD) Report.

**UNIT - V: INTERNATIONAL ENVIRONMENT:** Globalization- Features-Economic Impact of globalization- Impact of globalization on business- Technological and cultural- agriculture- education and women; Foreign Direct Investment - Types- WTO - Role & Functions- GATT- Trading Blocks- Balance of Payments - Disequilibrium in BOP- EXIM Policy & Role of EXIM Bank- SEZs.

**TEXT BOOKS:**

1. Cherunilam, Francis (2009). *Business Environment*. Himalaya Publishing House.
2. Aswathappa, K. (2000). *Essentials of Business Environment (7th edition)*. Himalaya Publishing House.

**REFERENCES:**

1. Joshi, Rosy & Kapoor Sangam (2009). *Business Environment*. Kalyani Publishers.
2. Mishra, S.K. & Puri, V.K. (2000). *Economic Environment of business*. Himalaya Publishing House.
3. Glueck, William (1988). *Business Policy & Strategic Management*, Tata McGraw Hill.

**MAPPING OF COs WITH POs:**

COs/Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	3	3	-	-	-	-	3	-
CO2	3	-	3	3	3	-	-	-	-	-	-
CO3	3	-	3	3	3	-	-	-	-	-	-
CO4	3	-	3	3	3	-	-	-	-	3	-
Average	3	-	3	3	3	-	-	-	-	3	-
Correlation Level of the Course	3	-	3	3	3	-	-	-	-	3	-

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**MBA –I SEMESTER**

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**15CMB06 BUSINESS STATISTICS**

**COURSE OUTCOMES:**

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

- 1. Identify the statistical tools required to solve a business problem.*
- 2. Use statistical tools and interpret the results required for decision making.*
- 3. Choose the statistical tools to identify, build and validate appropriate statistical regression models.*
- 4. Apply discrete and continuous probability distributions to various business problems.*

**\*Statistical tables to be allowed in the examinations.**

**UNIT – I: INTRODUCTION TO STATISTICS:** Applications of Statistics in various Disciplines; Qualitative and Quantitative data – Cross sectional and Time series Data; Data sources; Presenting data in Tables and Charts; Measures of Central Tendency; Measures of Dispersion.

**UNIT- II: INTRODUCTION TO PROBABILITY & PROBABILITY DISTRIBUTIONS:** Concepts and Definitions of Probability; Additive and Multiplicative theorems; Marginal, Conditional and Joint Probabilities; Bayes theorem and its applications; Probability Distributions- Binomial- Poisson - Normal.

**UNIT- III: CORRELATION:** Types of Correlation- Correlation Coefficient and their properties- Rank Correlation Coefficient; **REGRESSION ANALYSIS:** Meaning of Regression - Regression equations- Properties of Regression Coefficient; Difference between Correlation and Regression; Multiple Linear Regression.

**UNIT - IV: TIME SERIES:** Utility of time series – Components - Measurement of trend through Method of least Squares -Moving averages- Graphical Method; **INDEX NUMBERS:** Laspeyre's Index-Paasche's Index-Fisher's Ideal Index; Time Reversal and Factor Reversal Tests.

**UNIT - V: BASICS OF SAMPLING:** Random and Non-Random sampling methods – sample size determination; Test of significance for small and large samples (t-test, Z-test, Chi-square test) - One-way and Two-way Anova.

**TEXT BOOKS:**

1. Anderson, Sweeney, Williams, Camm & Cochran. *Statistics for Business and Economics (12<sup>th</sup> edition)*. New Delhi: Cengage Learning.
2. S.P.Gupta & M.P.Gupta(2014). *Business Statistics (18<sup>th</sup> Revised Edition)*. New Delhi: Sultan Chand & Sons.

**REFERENCES:**

1. N.D.Vohra(2006). *Quantitative Techniques in Management*. New Delhi: Tata-McGraw Hill Private Limited,.
2. R P Hooda. *Introduction to Statistics*. Macmillan Publishers India Ltd.
3. S.C.Gupta, V.K.Kapoor. *Fundamentals of Applied Statistics*. New Delhi: Sultan Chand and Sons.

**MAPPING OF COs WITH POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	-	-	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
Average	-	-	-	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	-	-	-

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**15CMB07 MANAGERIAL COMMUNICATION**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Relate to the various concepts and processes of managerial communication.*
- 2. Identify the gap between his current level of communication skills and the expected industry standards*
- 3. Develop essential communication skills required for managing a business*
- 4. Develop the essential skills required for successful negotiation.*

**UNIT - I: INTRODUCTION TO MANAGERIAL COMMUNICATION:** Meaning-Definitions; Features of Communication- Functions of Communication- Process of Communication- Principles of Communication- Importance of communication; Barriers to communication- Overcoming barriers to communication; Impact of technological advancement on communication and Technology Enabled Communication.

**UNIT - II: COMMUNICATION AT WORKPLACE:** Communication networks, Formal communication networks - Downward communication, upward communication- Horizontal communication- Informal communication networks based on Friendships; Shared personal or career interest and proximity between workers.

**UNIT - III: WRITTEN COMMUNICATION:** Principles of Letter Writing - Structure and layout of letters- Sales letters - Claim and Adjustment letters- Credit and Collection letters - Circular letters, Memorandum; Notices, Agenda and Minutes- Drafting Memos- Method of writing- notices- Agenda and Minutes of the meetings- Report writing - Types of reports - Importance of reports - Structure of reports.

**UNIT - IV: NON-VERBAL COMMUNICATION** – Significance – Types of Non-verbal Communication; **PRESENTATION SKILLS:** Techniques of presentation – Types of presentation – Video Conferencing and Formats, Oral Presentation - Body language, Voice

Modulation, Audience awareness, Eye contact, Stance, Presentation plan - Visual Aids,  
Guidelines for effective Presentation

**UNIT - V: EMPLOYMENT COMMUNICATION:** Resume Writing skills- The job Search and Resumes in the digital age; **INTERVIEW:** Principles of interview - Types of interviews - Styles of interviewing - Types of interviewing questions; **NEGOTIATION SKILLS** - Definition – types –tips for successful negotiation.

**TEXT BOOKS:**

1. Raymond, V.L., Marie, E.F. (2009). *Basic business communication (11th edition)*. New Delhi: Tata McGraw Hill Publishing Company Ltd.
2. Dr. Urmila Rai and M. S. Rai (2009). *Managerial Communication (9<sup>th</sup> edition)*. New Delhi: Himalaya Publishing House.

**REFERENCES:**

1. Meenakshi Raman and Prakash Singh(2012). *Business Communication*. Oxford University Press.
2. Dr. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan(2011). *Business communication*. New Delhi: Himalaya Publishing House.
3. M.S. Ramesh and C.C. Pattanshetti. *Business Communication*. New Delhi: R.Chand and Company.

**MAPPING OF COs WITH POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	-	3	-	-	-	-	-	-	-	-
CO2	-	-	3	-	-	-	-	-	-	2	-
CO3	-	-	3	-	-	-	-	-	-	-	-
CO4	-	-	3	-	-	-	-	-	-	2	-
Average	1	-	3	-	-	-	-	-	-	2	-
Correlation Level of the Course	1	-	3	-	-	-	-	-	-	2	-



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**MBA- I SEMESTER**

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**15CMB08 INTRODUCTION TO BUSINESS ANALYTICS**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Apply the tools and techniques of Business Analytics to solve business problems and improve the quality of decision making.*
- 2. Illustrate the practices for scalable and reliable Excel based reporting and analysis solutions.*
- 3. Compare the strengths and weaknesses of alternative strategies for collecting, analyzing and interpreting data.*
- 4. Read, analyze and interpret the data using R-programming*

**UNIT - I: MS-EXCEL:** Basics of MS Excel- Overview of Toolbars- Gridlines- Lookup- Index- Formatting Cells- Summation – Autofill- Formatting Text – Conditional Formatting.

**UNIT - II: ADVANCED TECHNIQUES:** Functions- Array Formulae-Tables- Filters-Sorting-Totals-Subtotals; Managing windows- Multiple windows- Splitting windows; Tables-Range.

**UNIT - III: TOOLS:** Freezing panes-Linking data with MS-Access –Toolpack-Goal Seek-Pivot table-Import Multiple relation model-Charting- Macros – Chart – Advanced chart techniques: Break-even lines and waterfall charts - Pictures in chart columns Crystal report – Forms.

**UNIT - IV: INTRODUCTION TO THE R LANGUAGE:** SAS versus R - R, S, and S-plus - Obtaining and managing R -Objects- types of objects – classes; creating and accessing objects; Arithmetic and matrix operations; Introduction to functions.

**MORE DETAILS ON WORKING WITH R:** Reading and writing data - R libraries -Functions and R programming- the if-statement – looping for repeat- while-writing functions-function arguments and options.

**UNIT - V: GRAPHICS:** Basic plotting - Manipulating the plotting window -Advanced plotting using lattice - library - Saving plots; **STANDARD STATISTICAL MODELS IN R:**Model formulae and model options - Output and extraction from fitted models- -

Models considered - Linear regression: lm()– Logistic regression: glm().

**TEXT BOOKS:**

1. *Jordan Goldneior. Advanced Excel Essentials.*
2. *John walkenbach. Excel 2013 Bible.*

**REFERENCES:**

1. *Conrad colberg. Productive Analytics: Micro Excel.*
2. *Bob umlas. Excel outside the box.*
3. *Nina Zumel. Practical Data science with R.*

**MAPPING OF COs WITH POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	3	-	-	-	-	-	-
CO2	-	-	-	2	2	-	-	-	-	-	-
CO3	-	-	-	2	3	-	-	-	-	-	-
CO4	-	-	-	2	1	-	-	-	-	-	-
Average	-	-	-	2	2.25	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	2	2	-	-	-	-	-	-

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**MBA- II SEMESTER**

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**15CMB09 HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to:*

- 1. Demonstrate the understanding of theoretical concepts and framework required for effective Human Resource Management.*
- 2. Develop an overview on various functions and processes of human resource management.*
- 3. Identify the human resource needs of an organization and plan accordingly.*
- 4. Outline the existing regulatory mechanisms for wage and salary administration, and provisions for settlement of industrial disputes.*
- 5. List various legislations pertaining to social security and safety measures to be adopted at work place.*

**UNIT - I: INTRODUCTION TO HRM:** Concept- Nature & Scope of HRM- Role & Importance of HRM- Growth in India; **RECRUITMENT AND PLACEMENT:** Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Description – Job Specification – Job Enlargement, Job Enrichment, Job Rotation; Human Resource Planning – Recruitment – Sources and Techniques of Recruitment –Employee Selection – Placement - Induction.

**UNIT - II: TRAINING & DEVELOPMENT OF EMPLOYEES:** Analyzing Training needs & Designing the program – Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs; **PERFORMANCE APPRAISAL:** Concept of Performance, Performance Management, Performance Appraisal – Methods of Performance Appraisal - Assessment Centre.

**UNIT - III: WAGE & SALARY ADMINISTRATION:** Concept-Factors affecting Wage & Salary level- Wage Boards & Pay Commissions - Bonus-Manual Compensation; **EMPLOYEE & INDUSTRIAL RELATIONS:** Concept- Approaches to IR- Causes for Poor Industrial Relations & Suggestions to improve industrial relations.

**UNIT - IV: INDUSTRIAL DISPUTES & SETTLEMENT MECHANISM:** Employee Grievances –Handling Employee Grievances - Collective Bargaining- Industrial Disputes and Resolution Mechanism.

**UNIT - V: SOCIAL SECURITY, WELFARE, SAFETY & HEALTH:** Social Security Legislations in India-Welfare & Recreational Facilities, Work Environment, Employees Safety at work, Industrial Accidents- Industrial Health.

**TEXT BOOKS:**

1. Michael Armstrong (2010). *Human Resource Management*, Kogan Page.
2. P.Subba Rao. *Human Resource Management*. Himalaya Publishing house.

**REFERENCES:**

1. Pattnayak. *Human Resource Management*. PHI.
2. VSP Rao. *Human Resource Management*. Excel Books Pvt. Ltd.
3. K.Aswatappa. *Human Resource Management*. Tata McGraw Hill.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	-	1	-	-	3	-	-	2	-
CO2	-	-	-	2	-	-	3	-	-	1	-
CO3	-	-	-	1	-	-		-	-	3	-
CO4	-	-	-		3	-	1	-	-	2	-
CO5	-	-	-	2	-	-		-	-	-	-
Average	-	1	-	1.5	-	-	2.3	-	-	2	-
Correlation Level of the Course	-	1	-	2	-	-	3	-	-	2	-

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**15CMB10 FINANCIAL MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to:*

1. *Analyze the financial position of a business for implementing better decisions.*
2. *Measure cost of capital and consider better project implementation through budgeting methods.*
3. *Apply theories of capital structure and understand its impact on dividend decisions.*
4. *Estimate the fund requirements of an organization.*
5. *Recognize the factors that determine the working capital and operating cycles.*

**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.

**UNIT - II: COST OF CAPITAL:** Concept - Components of Cost of Capital – Cost of Debt- Cost of Equity – Cost of preference capital – Cost of retained earnings - WACC and MCC- Valuation of stocks and bonds - Concept of Risk and Return- Time value of money.

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

**UNIT - III: CAPITAL STRUCTURE DECISIONS:** Capital Structure vs. Financial Structure – Capitalization- Leverage – Concept of Leverage – Operating Leverage – Financial Leverage– Combined Leverage - EBIT – EPS analysis- Indifference Point / Break Even Analysis of Financial Leverage; **CAPITAL STRUCTURE THEORIES:** Net Income approach – Net operating income approach – Traditional view – MM Hypothesis.

**UNIT - IV: DIVIDEND DECISIONS:** Major Forms of Dividends – Factors determining Dividend Policy - Value of the firm – Dividend Theories - Relevance of dividends (Walter

Model and Gordon Model) – Irrelevance of Dividends (Modigliani and Miller approach) - Declaration and payment of dividends - Bonus shares - Rights issue.

**CORPORATE RESTRUCTURES:** Corporate Mergers - Types of mergers, Acquisitions and Take Over –Amalgamations.

**UNIT - V: WORKING CAPITAL MANAGEMENT-:** Concepts and Components of Working Capital- Factors determining the working capital- Operating cycle approaches;  
**MANAGEMENT OF CASH:** Nature-Motives-Objectives of cash management- Cash budget- Cash Management techniques/processes; **MANAGEMENT OF RECEIVABLES:** Objectives- Credit policies-Credit terms-Collection policies; **MANAGEMENT OF INVENTORY:** Meaning- Objectives- Components- Techniques of Inventory Management.

**TEXT BOOKS:**

1. I.M. Pandey. *Financial Management*. Vikas Publishers.
2. MY Khan and PK Jain (2007). *Financial Management-Text and Problems*. Tata McGraw-Hill.

**REFERENCES:**

1. Gitman L.J.(2006). *Managerial Finance (11th Edition)*. Pearson Education.
2. Richard A Brealey etal.(2007). *Principles of Corporate Finance*. Tata McGraw Hill.
3. Chandra Bose D(2006). *Fundamentals of Financial Management*. PHI.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-	-	-	-	3	-	-
CO2	-	-	-	2	2	-	-	-	3	-	-
CO3	-	-	-	2	2	-	-	-	3	-	-
CO4	-	-	-	2	2	-	-	-	3	-	-
CO5	-	-	-	2	2	-	-	-	3	-	-
Average	-	-	-	2	2	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	2	2	-	-	-	3	-	-

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**15CMB11 MARKETING MANAGEMENT**

**COURSE OUTCOMES:**

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

1. *Understand and appreciate the concept of marketing in theory and practice.*
2. *Evaluate environment of marketing and develop a feasible marketing plan.*
3. *Formulate segmentation, targeting and positioning strategies*
4. *Apply the strategies of marketing mix in real time business scenario.*
5. *Determine the importance of marketing plan, its relevance and construct an appropriate marketing plan.*

**UNIT - I: INTRODUCTION:** Nature and Scope of Marketing; Marketing Management, Philosophies; Marketing Environment; Holistic Marketing, Understanding and approaching the market, 4P's of marketing.

**UNIT - II: MARKET SEGMENTATION AND CONSUMER BEHAVIOR:** Market Segmentation, Targeting and Positioning, Segmenting Markets - Bases and Process, Market Segmentation and Product Differentiation, Target Market Selection, Positioning — Importance and Process of Marketing Research. Consumer Behavior; Consumer Markets and Industrial Markets; Market measurement and forecasting. Marketing information system (MkIS), Marketing research process.

**UNIT - III: PRODUCT MANAGEMENT:** Marketing Mix decision: Product Decisions, New Product Development; Product Mix, Branding and Packaging Decisions; Product Life Cycle; Pricing Decisions: Objectives and Determination, Methods of Setting Price and pricing strategies:

**UNIT - IV: PROMOTION:** Promotion Mix-Advertising, Sales Promotion, Personal selling; and Public Relations: Direct Marketing & Relationship Marketing; Current trends in wholesaling and retailing; Marketing Organization and Control.

**UNIT - V: MARKETING PLAN:** Developing marketing plan, importance and strategic scope of marketing planning, implementation and control, Designing and managing global marketing strategies.

**EMERGING TRENDS & ISSUES IN MARKETING:** Rural Marketing, CRM, Services marketing, B2B Marketing, Internet Marketing, Consumerism, Legal Issues, Broadening the marketing concept.

**TEXT BOOKS:**

1. Phillip Kotler and Kevin Lane Keller(2006). *Marketing Management (12<sup>th</sup> edition)*. Prentice Hall of India.
2. V S Ramaswamy & S Namakumari (2009). *Marketing Management-Global Perspective Indian context (4<sup>th</sup> edition)*. Macmillian India.

**REFERENCES:**

1. Kotler, Philip. *Marketing Management: Analysis, Planning, Implementations and Control*. New Delhi: Pearson Education.
2. Stanton William J. *Fundamentals of Marketing*. McGraw Hill.
3. Kotler, Philip and Armstrong, Graw (2004). *Principles of Marketing*. New Delhi: Pearson Education.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	2	-	-	-	-	-	-	-
CO2	1		3	2	-	-	-	-	-	1	-
CO3	-	-	3	2	-	-	-	-	-	1	-
CO4	-	-	3	2	-	-	-	-	-	1	-
CO5	-	-	3	2	-	-	-	-	-	2	-
Average	1	-	3	2	-	-	-	-	-	1.25	-
Correlation Level of the Course	1	-	3	2	-	-	-	-	-	1	-



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**15CMB12 PRODUCTION AND OPERATIONS MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to:*

- 1. Use the concepts of production and operations management in day-to-day activities*
- 2. Justify the selection of the plant location and layout*
- 3. Schedule and sequence the production of products and services.*
- 4. Utilize the concepts of material management and quality management.*
- 5. Interpret various concepts relates to the statistical quality control.*

**UNIT - I: INTRODUCTION:** Importance of Production and Operations Management (POM)  
– Functions and Roles of Production Manager- Transformation process- Recent trends in POM- Concepts of Product Design and Process Design procedure- Types and features of Production Systems - Basic functions of Production Planning and Control- Introduction to Supply Chain Management.

**UNIT - II: FACILITIES AND MAINTENANCE MANAGEMENT:** Plant layout- Types of layout- Features of Layouts- Principles of Layout design- Load distance Analysis- Facility Location and factors influencing location- Location Models- Capacity Planning – Types of Capacity- Capacity Utilization- Aggregate Planning -Maintenance Management -Objectives- Failure Concepts- Reliability-Preventive and break down maintenance- Replacement policies.

**UNIT - III: SCHEDULING AND SEQUENCING:** Scheduling – Importance of - Elements and information needed for scheduling- Forward and Backward scheduling- Sequencing Priority Rules – Johnson's Method- Use of Gantt Charts in Scheduling- Assembly Line Balancing.

**UNIT - IV: MATERIALS MANAGEMENT:** Need and importance of materials management- Material Requirement Planning- Product Structure- Master Production Schedule- Vendor rating- Determinants of vendor rating;**STORES MANAGEMENT:** Objectives of stores management- Management of stores- Concept of Waste Management;**Inventory**

**Management:** Safety stock-inventory control- Types of inventory Costs - Systems of inventory control-EOQ-ABC-VED-FSND analyses-Value analysis.

**UNIT - V: QUALITY MANAGEMENT:** Japanese Systems and Modern concepts of Production Quality - Deming and Juran's Principles for Quality- Sampling Techniques - Statistical Quality Control- Control charts for variables and attributes-Acceptance Sampling- Six Sigma- TQM-ISO 9000 series standards.

**TEXT BOOKS:**

1. Aswathappa K and Shridhara Bhat K (2010). *Production and Operations Management (2<sup>nd</sup> Revised Edition)*. Mumbai: Himalaya Publishing House PVT Ltd.
2. Kanishka Bedi (2013). *Production and Operations Management (3<sup>rd</sup> Edition)*. New Delhi: Oxford University Press.

**REFERENCES:**

1. Martand T. Telsang (2009). *Production Management (2<sup>nd</sup> Revised Edition)*.
2. Russell & Taylor(2009). *Operations Management- Along with Supply Chain (6<sup>th</sup> Edition)*. New Delhi: Wiley India Pvt. Ltd.
3. R. Panneeselvam. *Production and Operations Management*. PHI Learning Private Limited.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-	-	-	-	-	3	-
CO2	-	-	-	-	-	-	-	-	-	3	-
CO3	-	-	-	2	2	-	-	-	-	1	-
CO4	-	-	2	2		-	-	-	-	1	-
CO5	-	-	2	2		-	-	-	-	-	-
Average	-	-	2	2	2	-	-	-	-	2	-
Correlation Level of the Course	-	-	2	2	2	-	-	-	-	2	-

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**15CMB13 MANAGEMENT INFORMATION SYSTEMS**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to:*

1. *Explain the various types of information system and its applications in managerial decision making*
2. *Examine the role of information systems in bringing functional efficiency in an organization.*
3. *Outline the key concepts in the field of DBMS, System security and control.*
4. *Identify the emerging areas of information technology and its importance to business.*
5. *Compare and contrast the role of information management in ERP, E-business and Business Intelligence.*

**UNIT - I: INTRODUCTION:** Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

**UNIT - II: SYSTEM ANALYSIS AND DESIGN:** Case tools, System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

**UNIT - III: DATABASE MANAGEMENT SYSTEM:** DBMS –HDBMS,NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

**UNIT - IV: SECURITY CONTROL AND REPORTING:** Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

**UNIT - V: NEW IT INITIATIVES:** Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Supply chain management, Customer relationship management.

**TEXTBOOKS:**

1. Robert Schultheis and Mary Summer (2008). *Management Information Systems – The Managers View*. Tata McGraw Hill.
2. Kenneth C. Laudon and Jane Price Laudon (2012). *Management Information Systems Managing the digital firm*. PHI Learning / Pearson Education.

**REFERENCES:**

1. Rahul de (2012.), *MIS in Business, Government and Society*. Wiley India Pvt Ltd.
2. Haag, Cummings and Mc Cubbrey (2013). *Management Information Systems for the Information Age (9<sup>th</sup> edition)*. McGraw Hill.
3. Turban, McLean and Wetherbe (2008). *Information Technology for Management –Transforming Organizations in the Digital Economy (6<sup>th</sup> edition)*. John Wiley.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	-	-	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	-	-	-	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	-	-	-

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**15CMB14 OPERATIONS RESEARCH**

**COURSE OUTCOMES:**

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

- 1. Explain the various concepts of Operations Research.*
- 2. Use the various tools of Operations Research for effective decision making.*
- 3. Apply various techniques of optimization in business decision making.*
- 4. Exhibit the understanding of the concepts of goal programming and network analysis.*
- 5. Identify Critical Path and illustrate the Probability of Completing the project within given time.*

**UNIT- I: INTRODUCTION TO OR:** Origin – Nature – Definitions; Managerial applications and limitations of OR; Phases of OR study; **LINEAR PROGRAMMING:** Formulation of LPP – Solution by Graphical method – Simplex method – Conversion of Primal into Dual.

**UNIT –II: TRANSPORTATION PROBLEMS:** Mathematical Model – Different methods of finding initial solution – Tests of Optimality – Degeneracy – Maximization transportation problem;**ASSIGNMENT PROBLEMS:** Mathematical Model – Solutions of Assignment Problem – Traveling Salesman Method.

**UNIT- III: GAME THEORY:** Introduction –Two People zero sum Games – Pure Strategies – Mixed Strategies – Solution methods without Saddle point;**DECISION THEORY:** Steps of decision making process – Types of decision making environment – Decision Tree Analysis.

**UNIT- IV: QUEUING THEORY:** Queuing Structure and basic components of queuing model- Distributions in Queuing model- Differences in Queuing model with FCFS- Queuing Discipline- Single and multiple service station with finite and infinite population.

**UNIT- V:P.E.R.T. & C.P.M. AND REPLACEMENT MODEL:** Drawing networks-Identifying Critical Path-Probability of Completing the project within given time-Project Crashing-

Optimum cost and Optimum duration; **SIMULATION:** Nature and Scope – Applications – Types of Simulation – Random Numbers – Inventory Example – Simulation Languages.

**TEXT BOOKS:**

1. J.K.Sharma. *Operations Research –Theory and Applications (5<sup>th</sup> Edition)*. MacMillan India.
2. S.D.Sharma, *Operations Research – Theory, Methods and Applications (15<sup>th</sup> edition)*. Kedarnath Ramnath Publishers.

**REFERENCES:**

1. Anderson, Sweeney, Williams. *Quantitative Methods for Business (10<sup>th</sup> edition)*. Cengage Learning.
2. N.D.Vohra (2010). *Quantitative Techniques in Management (4<sup>th</sup> edition)*. TMH.
3. Hamdy A.Taha (2010). *Operations Research – An Introduction*. New Delhi. Prentice Hall of India.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-	-	-	-	-	3	-
CO2	-	-	-	2	2	-	-	-	-	3	-
CO3	-	-	-	1	2	-	-	-	-	3	-
CO4	-	-	-	1	2	-	-	-	-	2	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	-	-	-	1.8	2.25	-	-	-	-	2.75	-
Correlation Level of the Course	-	-	-	2	2	-	-	-	-	3	-

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**15CMB15 BUSINESS RESEARCH METHODOLOGY**

**COURSE OUTCOMES:**

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

1. *State the research problem and research objective.*
2. *Formulate and test hypothesis.*
3. *Analyze the data by using various statistical tools.*
4. *Draw conclusions from the analysis and prepare research report.*
5. *Outline the Importance of effective communication and structure the research report.*

**UNIT – I: INTRODUCTION TO BUSINESS RESEARCH:** Meaning, Scope and Significance, Characteristics of Good Research, Types of Research, Research Process, Scientific method-Blocks, Identifying Research Problem, Concepts, Constructs, Variables, Proposition, and Theoretical framework.

**UNIT – II: RESEARCH FORMULATION AND DESIGNING:** Defining and formulating the research problem-Selecting the problem, Literature review-Importance of literature review in defining a problem-Sources of collecting reviews, Development of working hypothesis. Ethical issues in formulation of business research. Research design-Basic Principles, Need of research design - Features of good design, Types of research design-Descriptive, Exploratory, Experimental.

**UNIT – III: DATA COLLECTION:** Sources-Primary data merits and demerits -Sources of primary data, Secondary data, Merits and demerits and its sources, Observation method and merits and demerits, Tools for Data Collection, Constructing Questionnaire, Reliability and Validity, Pilot Study, Scaling techniques-Rating and Ranking methods.

**UNIT – IV: DATA ANALYSIS(CONCEPTUAL FRAME WORK):**Parametric Test - t test, F test and Z test - Non Parametric Test – How to select a test – Chi<sup>2</sup> test, U Test, Kruskal Wallis, Sign test- Correlation and Regression analyses. Multivariate Analysis – Factor analysis, Cluster analysis, MDS, Discriminate Analysis.

**UNIT – V: REPORTING AND THESIS WRITING:** Structure and components of research report, Types of report, Different steps in the preparation, Language of typical reports-

Illustrations and tables - Bibliography, referencing and footnotes - Oral presentation - Planning - Preparation - Practice - Making presentation - Use of visual aids - Importance of effective communication

#### TEXT BOOKS:

1. Donald R Cooper and Pamela S Schindler (2009). *Business Research Methods (9<sup>th</sup> edition)*. New Delhi: Tata McGraw-Hill Publishing Company Limited.
2. William G. Zikmund (2008), *Business Research Methods (7<sup>th</sup> edition)*. Cengage Learning India Pvt Ltd.

#### REFERENCES:

1. Wilkinson T. S. & Bhandarkar P. L. (2003). *Methodology and Techniques of Social Research*. Mumbai: Himalaya Publishing House.
2. Kothari C.R. (2014). *Research Methodology – Methods and Techniques (3<sup>rd</sup> Edition)*. New Delhi: New age international Publishers Limited.
3. Uma Sekaran (2009). *Research Methods for Business (4<sup>th</sup> Edition)*. Wiley India Publications.

#### MAPPING OF COs with POs:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	-	-	-
CO2	3	-	1	3	3	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	3	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	3	-	1	3	3	-	-	-	-	-	-
Correlation Level of the Course	3	-	1	3	3	-	-	-	-	-	-



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**15CMB16 SEMINAR ON CONTEMPORARY ISSUES IN MANAGEMENT**

The objective of the seminar is to critically evaluate the understanding of the students with respect to contemporary issues in management and also evaluate his/her analytical skills, communication skills and presentation skills.

Students are required to present a seminar on any contemporary issues in management.

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**15CMB17 BUSINESS LAW**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Compare and contrast various contracts in business.*
- 2. Formulate effective legal decisions in business activities.*
- 3. Design business strategies to protect the consumer liberty.*
- 4. Demonstrate the usage of negotiable instruments.*
- 5. Determine effectiveness of the competition act in modern business*

**UNIT – I: BUSINESS LAW AND INDIAN CONTRACT ACT:** Sources of business law, Contract Act- Essential features of a valid contract, Performance of a contract, Breach of contract and its remedies. Quasi and Contingent Contract, Indemnity and Guarantee, Contract of Agency.

**UNIT - II: COMPANIES ACT, 2013:** Definition of Company, Characteristics, Types of business, Classification of Companies, Incorporation of a Company, Memorandum of Association, Articles of Association.

**UNIT – III: SALE OF GOODS AND CONSUMER PROTECTION ACT:** Sale and Agreement to sell, Conditions and warranties, Performance of contract of sale, Rights of an unpaid seller, Bailment and Pledge. Consumer Protection Act- Rights of the Consumer, consumer Forums.

**UNIT – IV: NEGOTIABLE INSTRUMENTS ACT 1881:** Definition of Negotiable Instrument, Types: Promissory Note, Bill of Exchange, Cheques, Types of endorsements.

**UNIT - V: COMPETITION ACT, 2002:** Salient features covering essentials of competition, Components of Competition Act, Competition Commission of India, Offences and Penalties.

**TEXT BOOKS:**

1. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, Thirty Fourth edition, 2014.
2. S.S. Gulshan, Mercantile Law, 2<sup>nd</sup> edition, Excel Books, 2004.

**REFERENCES:**

1. Vakul Sharma, Information Technology Law and Practice, 3<sup>rd</sup> edition, Universal Law Publishing Co. Pvt. Ltd, New Delhi.
2. Akhileshwar Pathak, Legal Aspects of Business, 3<sup>rd</sup> edition, Tata McGraw-Hill, 2007.
3. S.N. Maheshwari & Maheshwari, Business Regulatory Framework, Himalaya Publishing House, 2006.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	3	-	-	-	-	-	-
CO2	-	3	-	3		-	-	-	-	-	-
CO3	-	3	-	-	-	3	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	3	-	3	-	-	-	-	-	-	-
Average	3	3	-	3	3	3	-	-	-	-	-
Correlation Level of the Course	3	3	-	3	3	3	-	-	-	-	-

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**15CMB18 STRATEGIC MANAGEMENT**

**COURSE OUTCOMES:**

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

- 1. Recognize the limits of management and strategy and build capacity to identify, and develop and apply alternative methods where necessary.*
- 2. Interpret complex business issues and ascertain their causes and effects through application of appropriate tools, and then develop feasible and constructive solutions.*
- 3. Appreciate the implications of structure, culture and operations on the strategic management of organizations.*
- 4. Use the theories, concepts and tools that support strategic management in organizations.*
- 5. Identify the emergence of strategy implementation in the organizations.*

**UNIT – I: INTRODUCTION:** Concepts in Strategic Management – Framework for Strategic Management- Strategic Management process - Developing Strategic Vision, Mission, Objectives, Policies, -Stakeholders in business- Importance of Corporate Governance and Social responsibility - Environmental scanning: Industry and Competitive Analysis- - Porter's Five Force Model.

**UNIT - II: STRATEGIC ANALYSIS AND CHOICE: TOOLS AND TECHNIQUES:**

Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - Concepts of Core Competence – Distinctive Competencies- SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model –BCG Matrix- TOWS matrix- Balanced Score Card-Lead and lag indicators.

**UNIT-III: STRATEGY FORMULATION:** Resources- Capabilities and competencies - Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Formulation of strategies at corporate, business and functional levels.

**UNIT – IV: TYPES OF STRATEGIES:** Offensive Strategy, Defensive strategy, Vertical integration, Horizontal Integration; The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Strategy in the Global Environment- Diversification and e-Alliances - Tailoring strategies to fit specific industry and company situations.

**UNIT – V: STRATEGY IMPLEMENTATION AND CONTROL:** Strategy and Structure, Strategy and Leadership, Internet economy- Strategy evaluation and control, Establishing strategic controls- Avoiding failures- Role of the strategist- benchmarking to evaluate performance - Guidelines for Proper control- Strategic surveillance.

**TEXT BOOKS:**

1. *Adriau H Aberberg and Alison Rieple, Strategic Management - Theory & Application, Oxford U Press, 2008.*
2. *Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).*

**REFERENCES:**

1. *Thompson, Gamble, Jain, Crafting and Executing Strategy: Concepts and Cases 14/e, TMH, 2009.*
2. *Fred R. David, Strategic Management Concepts and Cases, 12/e, PHI, 2008.*
3. *Wheelen & Hunger, Concepts in Strategic Management and Business Policy, Pearson Education, New Delhi, 2008.*

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	1	-	-	-	-	2	-
CO2	-	-	-	3	-	1	-	-	-	2	-
CO3	-	-	-	2	3	-	-	-	-	1	-
CO4	-	-	-	1		-	-	-	-	2	-
CO5	-	-	-	3	1	-	-	-	-	2	-
Average	-	-	-	2.4	1.6	1	-	-	-	1.8	-
Correlation Level of the Course	-	-	-	3	2	1	-	-	-	2	-

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

**MBA –III Semester**

**L T P C**

**4 1 0 4**

**15CMB19 BUSINESS ETHICS**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Integrate and apply contemporary Ethical theories in a business context.*
- 2. Critically analyze key perspectives on corporate social responsibility and their application.*
- 3. Evaluate different corporate ownership structures and their key governance features.*
- 4. Effectively communicate importance of ethics and its relevance in a logical manner.*
- 5. Determine the impact of ethics on business in global scenario*

**UNIT - I:** Origin-Meaning-Definition-Importance-Concepts-Theories-Need- Values and morals- Management and Ethics.

**UNIT - II:** Evolution of Ethics and their relation to values- Norms, Morals- Nature of Ethics and Relevance to Business- Virtue theory- Utilitarianism and its Applications to Business- Rights; Justice- Profit Maximization.

**UNIT - III:** Business Ethics; relevance of values in Management; Holistic approach for managers in decision-making; secular Vs. spiritual values in Management; Ethical relativism; whistle blowing; stress in corporate management.

**UNIT - IV:** Management of ethics; Role of organizational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers and the CEO; Communicating Ethics; Ethical Audit.

**UNIT - V:** Impact of Ethics on Globalization – Reasons for Unethical Practices among Corporations – Development of Capital Markets – Major Scams –Reasons for Unethical practices – Various studies on Ethical Attitudes of Managers.

**TEXT BOOKS:**

1. Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas, New Delhi, 2009.
2. B.L. Bajpai, Indian Ethos and Modern Management, New Royal Book Co., Lucknow, 2011.

**REFERENCES:**

1. Chakraborty, S.K., Ethics in Management : Vedantic Perspectives, Oxford University Press New Delhi, 1995.
2. John R Boatright, Ethics and the Conduct of Business, Pearson Education, New Delhi, 2005.
3. S. Balachandran, KCR Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers New Delhi, 2012.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-	-	3	3	-	-	-
CO2	-	-	-	2	-	-		3	-	-	-
CO3	-	-	-	2	-	-	2	3	-	-	-
CO4	-	-	-	2	-	-	2	3	-	2	-
CO5	-	-	-	2	-	-	3	3	-	-	-
Average	-	-	-	2	-	-	2.5	3	-	2	-
Correlation Level of the Course	-	-	-	2	-	-	3	3	-	2	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY  
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**MBA – III Semester**

**L T P C**

**4 0 0 4**

**15CMB20 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Describe the various investment avenues and steps involved in analysis of investment opportunity based on current regulations.*
- 2. Execute better investment decisions by analyzing Economic, Industry and Company factors.*
- 3. Determine the effective price of market security by calculating the value of share or bond using appropriate models.*
- 4. Organize proper trading sessions by predicting future price with the help of various charts, theories and indicators.*
- 5. Identify the common practices in portfolio management*

**\*\*Discounted cash flow tables to be supplied in the examination\*\***

**UNIT - I: INVESTMENT:** Meaning, Nature and scope of investment, Characteristics and objectives of investment, Philosophies of giant investors - Warren Buffett etc., Security exchanges in India, Types of financial markets: Primary and Secondary markets, Regulations of security markets, Types of investments traded in security market, Process of investment, Participants in security market.

**UNIT - II: SECURITY ANALYSIS:** Risk and Return: Types of Risk involved in investments, Measurement of Risk and Return. Economic analysis: Factors, Forecasting techniques. Industry analysis: Importance and Classification, Analytical frame work, Key Indicators for analysis. Company Analysis: Framework for company analysis, determining earnings-Multiplier (P/E) ratio, Forecasting Earnings, Applied Valuation Techniques.

**UNIT - III: SECURITY VALUATION:** Three step Valuation process and Valuation framework, Valuation of fixed income securities: Yield to maturity, Yield to call; Valuation of preference shares. Equity share valuation: Models, Dividend valuation models, Models based on price earnings ratio analysis, Considerations in developing and selecting quantitative strategies.

**UNIT - IV: TECHNICAL ANALYSIS:** Meaning and assumptions of technical analysis, Fundamental analysis Vs Technical analysis, Dow Theory, Efficient market hypothesis and



tests, Elliot Wave Theory, Types of trends and patterns, Simple and Exponential Moving Averages, Technical Charts, indicators and Oscillators.

**UNIT - V: PORTFOLIO MANAGEMENT:** Meaning and Process of portfolio, Optimal portfolio selection: Risk and return calculations for portfolio securities, Sharpe's Single Index Model, Markowitz Model, CAPM, APT, Portfolio revision, Portfolio Evaluation.

**TEXTBOOKS:**

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Sudhindra Bhat, Security Analysis & Portfolio Management,Excel Books,New Delhi, 2008.

**REFERENCES:**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
2. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012.
3. V. K. Bhalla, Investment Management, S.Chand & Company Ltd., 2012.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	3	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	3	-	-
Average	3	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	3	-	-	3	-	-	-	-	3	-	-

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**MBA- III SEMESTER**

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4	0	0	4

**15CMB21 FINANCIAL INSTITUTIONS AND MARKETS**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Express the importance of financial institutions and markets towards the growth of country economies.*
- 2. Prepare better policies by analyzing and understanding different regulations towards financial institutions*
- 3. Choose best investment opportunity which is offered by banking and non-banking organizations.*
- 4. Identify the common practices across the globe and manage the uncertainties in exchange rate system.*
- 5. Organize the proper trading sessions in the foreign markets.*

**UNIT – I: FINANCIAL SYSTEM:** Meaning and development of financial system, Overview of Financial system, Structure of financial system, Structure of financial institutions and markets, Financial system and economic development, Theories of financial development, Financial sector reforms.

**UNIT – II: REGULATIONS:** Role and Functions of RBI, Techniques and recent monetary policy, Advantages and disadvantages of autonomy of central banks, Measure of Autonomy and relationship with economic performance, Liquidity management, Inflation targeting, Challenges in monetary policy, SEBI regulations toward financial institutions.

**UNIT – III: BANKING AND NON BANKING INSTITUTIONS:** Role of Commercial banks; Co-operatives banks: Types, Structures, government initiatives in developing cooperatives banks; Types NBFCs, Role and functions of various NBFCs; Non-Banking financial institutions: Types of small savings, Provident Funds, Life insurance and General insurance, Mutual funds, Venture capital, Credit Rating Agencies.

**UNIT – IV: MARKETS:** Call Money Market, Treasury Bill Market, Commercial Bills Market, Market for Commercial Papers and Certificate of Deposits, Discount Markets, Market for Financial Guarantees, Guilt-Edged securities Market.

**UNIT – V: INTERNATIONAL MARKETS:** Industrial Securities market: Various foreign and domestic Organizations and Its roles, Types of industrial securities, Listing, trade and

settlements, Financial Derivative Markets, Foreign Exchange Markets: Central Bank Interventions, Exchange Rate Regimes, Recent developments in foreign and domestic markets.

**TEXT BOOKS:**

1. L. M. Bhole ,*Financial Institutions and Markets*, Tata McGraw Hill, 4<sup>th</sup> Edition,2007.
2. Vasanth Desai, *Financial Markets and Services*, Himalaya Publishers, 2009.

**REFERENCES:**

1. Gorden and Natrajan ,*Financial Services*, Himalaya Publishers,2009.
2. Jeff Madhura ,*Investment Institutions and Markets*, Cengage Publishers, 1<sup>st</sup> edition,2009.
3. Bharathi V Pathak, *The Indian Financial System*, Pearson Publications, 3<sup>rd</sup> Edition.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
C01	-	-	-	-	-	-	-	-	3	-	-
C02	-	-	-	-	-	-	-	-	3	2	-
C03	3	-	-	-	-	-	-	-	3	-	-
C04	-	-	-	-	-	-	-	-	1	3	-
C05	-	-	-	-	3	-	-	-	-	3	-
Average	3	-	-	-	3	-	-	-	1.75	2.67	-
Correlation Level of the Course	3	-	-	-	3	-	-	-	2	3	-

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**MBA- III SEMESTER**

L	T	P	C
4	0	0	4

**15CMB22 FINANCIAL DERIVATIVES**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

1. *Explain the growth of derivatives, types of derivatives and its usefulness in trading.*
2. *Apply best pricing method to hedge different futures contracts in perfect way.*
3. *Use hedging strategies by implementing best option pricing model to reduce the risk associated to underlying security price.*
4. *Interpret various swap pricing models and implement best swaps in financial derivatives.*
5. *Describe the basic concepts and functions of swaps.*

***\*\*To calculate Black-scholes formulae  $n(x)$  table should be supplied in the examination\*\****

**UNIT - I: INTRODUCTION:** Meaning, nature and scope of financial derivative market, History and growth of financial derivative markets, Exchange-traded Vs OTC derivative market, Advantages and disadvantages of financial derivatives, Types of financial derivative contracts, Credit, Weather, Energy, and Insurance derivatives.

**UNIT - II: FUTURES:** Specification of a futures contract, Daily settlement, margins and delivery procedure in futures contract, Hedging strategies using futures, Interest rate futures, Currencies futures; NSE-futures and options; Determination of futures Price: The cost of carry, Futures prices on stock indices; Various trading strategies.

**UNIT - III: OPTIONS MARKETS AND PRICING-I:** Types of options and underlying assets, Properties of stock options, Trading strategies, Option pricing: Binomial trees, Black-Scholes model, Estimating Volatility and implied volatilities.

**UNIT - IV: OPTION MARKETS AND PRICING-II:** Options on stock indices and currencies, Futures options, Hedging strategies with Options, The Greek letters: Delta, Theta, Gamma, Vega and Rho.

**UNIT - V: SWAP:** Concept and Nature of financial Swaps, Evaluation and Features of financial Swaps, Interest rate swaps: Features, Types and Valuation. Currency Swaps: Types and Valuation, Debt-Equity Swap, Swaps on futures and option.

**TEXT BOOKS:**

1. Hull, John C, Options, Futures and other Derivatives, Prentice Hall of India 7<sup>th</sup> edition 2008.

2. S.L.Guptha, Financial Derivatives-Theory concepts and problems, PHI, 2009.

**REFERENCES:**

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

2. Robert W. Kolb, James A. Overdahl, Financial Derivatives-John Wiley & Sons, 2003.

3. S. S. S. KUMAR, Financial Derivatives, PHI, 2008.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	-	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	3	-	-
Average	-	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	3	-	-

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**MBA –III Semester**

L	T	P	C
4	0	0	4

**15CMB23 CORPORATE FINANCE**

**COURSE OUTCOMES:**

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

- 1. Explain the importance of various concepts related to corporate finance.*
- 2. Structure proper financial plan in long and short run by analyzing various financial statements.*
- 3. Judge various projects and select the best based on time value.*
- 4. To account for transactions involving foreign exchange in international corporate finance.*
- 5. Apply the various corporate governance philosophies in business context.*

**UNIT – I: INTRODUCTION:** Corporate Finance - Nature and Scope, Valuation of Firm, – Basic problems of Industrial Finance in India- Estimating working capital requirements – Approach adopted by Commercial banks - Equity and Debenture financing – Guidelines from SEBI, - Advantages and disadvantages of various sources of Finance.

**UNIT – II: FINANCING DECISION:** Cost of Capital - Cost of Various Sources of Financing, Calculation of Cost of Capital- Equity Capital, Debt Capital etc., Capital Structure Determination-Investment Decision, Investment Analysis - Risk Analysis, Probability Approach - Decision tree approach in investment decisions- Financing of Exports- finance from international sources.

**UNIT – III: CAPITAL MARKETS:** Fiscal Policies -Government Regulation Affecting Capital Market- Role of SEBI – Public issue decisions and selection of appropriate financial instrument- Pricing the issue- Dividend Policies - Walter Model - Gordon Model - Payment Ratio, Residual Payment - MM Irrelevance Doctrine.

**UNIT – IV: CORPORATE RESTRUCTURING:** Mergers –Acquisitions- Consolidations and Liquidation, Lease Finance - Venture Capital - Mutual Funds - ventures abroad- Business Failure -Corporate Disasters and Ethics.

**UNIT – V: CORPORATE GOVERNANCE:** Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate- Finance for rehabilitation of sick units- Public deposits and inter corporate investments- cash inadequacy and cash insolvency- Stakeholders and Ethics.

**TEXT BOOKS:**

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011.
2. Khan and Jain – Fundamentals of Corporate Finance. Tata McGraw Hill.

**REFERENCES:**

1. Vishwanath S R, Corporate Finance, Theory and Practice, 2<sup>nd</sup> Edition, Response Books, Newdelhi, 2009.
2. *Stephen A.Ross Randolph Westerfield, Beadford.D, Jordan*, Fundamentals of corporate finance, Tata McGraw Hill.
3. *Pandey I.M, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.*

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	-	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	3	-	-
Average	-	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	3	-	-

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**MBA –III Semester**

**L T P C**

**4 0 0 4**

**15CMB24 BUSINESS TAXATION**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

1. *Express the importance of tax computations in various business dealings.*
2. *Calculate tax based on business income.*
3. *Calculate taxation on the total value of personal.*
4. *Calculate tax on a good produced for sale, or sold, within a country or licenses for specific activities.*
5. *Describe the importance of sales tax and customs act in the country's economic function.*

**UNIT - I: ASSESSMENT OF COMPANIES INTRODUCTION:** Meaning of Company, Types of Companies, Computation of Taxable Income of Companies, Computation of Depreciation, Minimum Alternative Tax (MAT) – Computation of Tax Liability

**UNIT - II: ASSESSMENT OF FIRMS:** Meaning of firm, New Scheme of Taxation of Firms, Assessment of Firms (Section 184), Computation of Firms Business Income, Treatment of Interest and Capital, Salary, Commission, computation of Firms total income.

**UNIT - III: SERVICE TAX:** Service Tax: Meaning and Definition – Features of Service Tax, Levy and Collection of Service Tax, Service Tax Administration – Exemptions from Service Tax, Taxable Services, Determination of Service Tax Liability (Simple Problems); Double taxation, Personal taxation, personal tax planning.

**UNIT - IV: CENTRAL EXCISE AND VALUE ADDED TAX:** Central Excise Procedures relating to Levy, Valuation and Collection of Duty, Types of Duty, Nature of Excise Duties – Cenvat Credit – Classification of Excisable Goods – Valuation of Excisable Goods – Important Central Excise Procedures – Problems. Value Added Tax Basic Concepts of Value Added Tax – Dealer – Registered Dealer – Sales – Turnover – Input VAT – Output VAT – Goods – Capital Goods – Exempted Sales, Zero rated sale – Merits and Demerits of VAT – Features and Methods of VAT – Variants of VAT – Methods of Computation of VAT (Simple Problems)

**UNIT - V: CENTRAL SALES TAX AND CUSTOMS ACT:** CST Objects and basic scheme of CST act, Meaning – Dealer – Business – Sale – Goods – declared goods, Turnover – Sale Price – Sales Exempt from Central Sales Tax, interstate and intra state sale, sales in the



course of imports and exports, registration under CST act, – Problems on Central Sales Tax. CUSTOMS ACT Meaning – Types of Custom Duties – Valuation for Customs Duty – Tariff Value – Customs Value – Methods of Valuation for Customs – Problems on Custom Duty.

**TEXT BOOKS:**

1. Akhileshwar Pathak, S. G., Business Taxation 3<sup>rd</sup> edition. McGraw Hill Education India Pvt Ltd, 2010.
2. Deborah Schanz, Sebastian Schanz, Business Taxation and Financial Decisions, Springer, 2010.

**REFERENCES:**

1. Ahuja, G., & Gupta.R, Direct taxes, law and practice, Bharat law House, New Delhi, 2015.
2. Manoharan.TN, Income Tax Law including VAT/Service Tax, Snow White Publications.
3. Sekar. G, Income Tax, Service Tax and VAT, C. Sitaraman & Co. Pvt. LTD.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	-	-	-	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	-	-	-

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**MBA –III Semester**

**L T P C**

**4 0 0 4**

**15CMB25 RETAIL MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Describe the basic concepts, functions, strategies, and trends of retail management*
- 2. Demonstrate retailers' decisions to satisfy customer needs in a rapidly changing and competitive environment*
- 3. Explain how retailers develop a retail mix to build a sustainable competitive advantage.*
- 4. Assess the career opportunities in retail management in India.*
- 5. Identify the common practices of pricing based promotion in a real life business scenario.*

**UNIT – I: INTRODUCTION:** Retailing, Functions, Retail Formats, Importance of retailing, Retail industry in India, Functions of a store Manager, Impact of FDI on Retailing.

**UNIT – II: UNDERSTANDING CUSTOMER:** Shopping Behavior, Prospect management, Profile of Indian Shoppers, Shopping Process, Shopping behavior and factors Influences on Shopping Behavior, Retail market segmentation, Market research for understanding retail consumer.

**UNIT – III: LOCATION AND SPACE MANAGEMENT:** Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location, Space Management, , Premises management.

**UNIT –IV: PRODUCT AND MERCHANDISE MANAGEMENT:** Product Management, Visual Merchandising, Merchandise Management - Factors influencing Merchandising, Store displays, Analyzing Merchandise performance, E-tailing Concepts.

**UNIT –V: PRICING AND PROMOTION:** Retail Pricing, Factors influencing retail prices, Pricing Strategies, Promotion Mix, Value Chain in Retailing.

**TEXT BOOKS:**

1. Chetan Bajaj, Rajan Tulsi and Nandhi V Srivastava, Retail management, NewDelhi: Oxford University Press, 2010.
2. Pradhan Swapna, Retailing Management, New Delhi: Tata McGraw Hill, 2010.

**REFERENCES:**

1. Barry Berman and Joel R Evans, Retail Management Strategic Approach, New Delhi: Prentice Hall of India. 2013.
2. Piyush Kumar Sinha and Dwarika Prasad uniyal, Managing Retailing, New Delhi: Oxford University Press, 2010.
3. Andrew J Newman and peter Cullen, Retailing Environment and operations, New Delhi: Thomson Learning, 2009.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	1	2		-	-	-	-	-	-
CO2	-	-	3	2	3	-	-	-	-	-	-
CO3	-	-		3	2	-	-	-	-	-	-
CO4	-	-		2	3	-	-	-	-	-	-
CO5	-	-	1	2	3	-	-	-	-	-	-
Average	-	-	1.5	2.2	2.2	-	-	-	-	-	-
Correlation Level of the Course	-	-	2	2	2	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY  
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**MBA –III Semester**

**L T P C**

**4 0 0 4**

**15CMB26 CUSTOMER RELATIONSHIP MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Explain the concepts of CRM and its importance to organisations in different industries.*
- 2. Appreciate the role and changing face of CRM as an IT enabled function.*
- 3. apply communication channels in the implementation of standard CRM plans.*
- 4. Design the appropriate strategy in e-crm for market to promote the product or service.*

**Describe the various operational issues in Implementation of E-CRM.**

**UNIT - I: CONCEPT OF CUSTOMER RELATIONSHIP MANAGEMENT:** Introduction-explosion of CRM in marketing and IT-enablers of growth of CRM criticality of customer relationships-Adoption and implementation of CRM-conceptual foundations of CRM-building customer relationship and economics of CRM.

**UNIT - II: CRM APPLICATIONS IN CONSUMER AND BUSINESS MARKETS:** CRM in service industries Banking, Insurance, telecom, Hospitality, HealthCare, Airlines -CRM in B2B markets.

**UNIT - III: TECHNOLOGICAL TOOLS FOR CRM COMPONENTS OF E-CRM SOLUTIONS:** Introduction - Data Warehousing-Data mining campaign management-sales force automation-Customer Service and Support-Role of interactive Technologies-Product offerings in the CRM Market Space-Contact Centers for CRM.

**UNIT - IV: CRM IMPLEMENTATION:** Implementation road map-Developing a relationship orientation-customer centric marketing and processes-Building organizational capabilities through Internal Marketing-Issues in Implementing a Technology solution for CRM.

**UNIT - V: OPERATIONAL ISSUES IN IMPLEMENTING CRM:** Process view of CRM-learning from customer defections-customer retention plans evaluating retention programmes; Introduction to Social CRM and XRM.

**TEXT BOOKS:**

1. Shainesh G. and Jagdish N.Seth, CRM, McMillan, 2006.
2. Chaturvedi Mukesh Customer relationship Management, Excel,2008.

**REFERENCES:**

1. Jadish N Sheth, Atul parvathiyar and G.Shainesh, "CRM: Emerging concepts, Tools and applications",Tata McGraw-Hill, 2001
2. Francis Buttle,"CRM Concepts & Technologies", Rout ledge, Second Edition, 2009.
3. Rajendra Kumar Sugandhi, Customer Relationship Management, New Age International,2<sup>nd</sup> edition, 2009.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	3	-	-	-	-	-	-	-
CO2	-	-	3	3	-	-	-	-	-	-	-
CO3	-	-	3	3	-	-	-	-	-	-	-
CO4	-	-	3	3	-	-	-	-	-	-	-
Average	-	-	3	3	-	-	-	-	-	-	-
Correlation Level of the Course	-	-	3	3	-	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY  
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**MBA –III Semester**

**L T P C**

**4 0 0 4**

**15CMB27 SALES AND DISTRIBUTION MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Appreciate the challenges confronting the Sales and distribution function in Indian marketplace, with its inherent difficulties and challenges*
- 2. Develop skills critical for generating, evaluating and selecting sales and distribution strategies.*
- 3. Analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Channel management.*
- 4. Develop and implement of Sales and Channel management strategies.*
- 5. Demonstrate the need and importance for designing channel systems in sales and distribution management.*

**UNIT – I: INTRODUCTION:** Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives, Strategies and Tactics- Emerging Trends in Sales Management.

**UNIT – II: SALES PLANNING:** Strategic Sales Planning- Role of Marketing & Sales- Marketing & personal selling Strategies – Sales Strategy – Developing sales forecast- Forecasting approaches.

**UNIT – III: MANAGEMENT OF SALES:** Concepts of Sales Organisation- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force – Training and Motivating Sales Force- Compensating and Leading Sales force- Sales force expenses.

**UNIT – IV: DISTRIBUTION MANAGEMENT:** Definition- Need for Distribution Management- Value addition of Distribution Management- Marketing Channels- Channel Formats- Relationship of flows to service levels – Channel levels – Service Channels.

**UNIT – V: DESIGNING CHANNEL SYSTEMS:** Channel Design factor – Channel planning process – Ideal Channel structure – Training, Motivating & Evaluating Channel members- Channel Design Comparison – Implementation.

**TEXT BOOKS:**

1. Krishna K. Havaladar and Vasant M Cavale, Sales and Distribution Management, Tata McGraw Hill, 2007.
2. Tapan K.Panda& Sunil Sahadev,Sales & Distribution Management, 6/e, Oxford University Press, 2009.

**REFERENCES:**

1. John F Tanner Jr, Earl D Honeycutt Jr & Robert C Erffmeyer, Sales Management,Pearson Education, 2009.
2. S L Gupta, Sales and distribution Management, Excel, 2009.
3. 4. Jobber, Selling and Sales management, 7<sup>th</sup> edition, Pearson Education, 2009.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	3	-	-	-	-	-	-	-
CO2	-	-	3	3	-	-	-	-	-	-	-
CO3	-	-	3	3	-	-	-	-	-	-	-
CO4	-	-	3	3	-	-	-	-	-	-	-
CO5	-	-	3	3	-	-	-	-	-	-	-
Average	-	-	3	3	-	-	-	-	-	-	-
Correlation Level of the Course	-	-	3	3	-	-	-	-	-	-	-

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**15CMB28CONSUMER BEHAVIOUR**

**COURSE OUTCOMES:**

*After completion of course students will be able to*

- 1. Familiar with the advances in consumer research in deciphering buyer motivation, and behavior (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions.*
- 2. Explain how the cultural, social, personal and psychological factors that influences the consumer behavior.*
- 3. Appreciate the application of Consumer Behaviour with regard to formulation of marketing strategy.*
- 4. Link the decision making process of the consumer in enhancing the effectiveness of marketing programmes.*
- 5. Recognize the need and essence of organizational buying behavior to the customers.*

**UNIT - I: INTRODUCTION TO CONSUMER BEHAVIOUR:** Meaning of consumer behaviour, Difference between Consumer and Customer, Factors in fluencies consumer behavior, Consumer behaviour and its applications in marketing, Consumer Research Process. **Social Class and Group Influences on Consumer Behaviour:** Introduction, nature of Social Class, Social Class Categories, Source of Group Influences.

**UNIT - II: MARKETING SEGMENTATION, POSITIONING AND CONSUMER MOTIVATION:** Segmentation: Introduction, Bases for Segmentation. Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors. Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories.

**UNIT - III: CONSUMER PERSONALITY AND PERCEPTION:** Introduction, Self-concept, Personality theories, Perception: Introduction, Perceptual Selection and organization, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions.

**UNIT - IV: CONSUMER DECISION MAKING PROCESS AND MODELS:** Introduction, Problem Recognition, Information Search, Evaluation of Alternatives. Situational Variables Influence, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel-Blackwell-Miniard Model.

**UNIT - V: ORGANIZATIONAL BUYING BEHAVIOUR AND DIFFUSION OF INNOVATION:** Introduction, Organizational Buyer Characteristics, Purchase and Demand



Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process. Diffusion of Innovation: Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation.

**TEXT BOOKS:**

1. D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited, 2009.
2. D. I. Hawkins, R. J. Best, and K. A. Coney: Consumer Behavior: Building Marketing Strategy, Tata McGraw-Hill Publishing Company Limited, 1995.

**REFERENCES:**

1. K. K. Srivastava, S. Khandai : Consumer Behavior in Indian Context, Galgotia Publishing Company, 2000.
2. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behavior, Pearson Education Inc, 1999.
3. Mowen, John C. Consumer Behaviour , New York, MacMillan, 1993.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	3	-	-	-	-	-	-	-
CO2	3	-	-	3	-	-	-	-	-	-	-
CO3	-	-	3	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	3	3	-	-	-	-	-	-	-
Average	-	-	3	3	-	-	-	-	-	-	-
Correlation Level of the Course	-	-	3	3	-	-	-	-	-	-	-

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**15CMB29 RURAL MARKETING**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Analyze the rural economy and differences in rural and urban market.*
- 2. Formulate the appropriate strategy to promote the product or service for rural market.*
- 3. Outline the special problems related to sales in rural markets.*
- 4. Appraise the working of rural marketing institutions and agricultural producers.*
- 5. Illustrate the various trends in rural marketing for FMCG products in the business.*

**UNIT – I: OVERVIEW OF RURAL MARKETING:** Introduction of Rural marketing – Evolution of Rural Marketing in Indian and Global Context-Definition-Nature –Scope – Characteristics and potential of Rural Marketing-Importance of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing. Rural India: A Brief Profile.

**UNIT – II: RURAL MARKETING RESEARCH:** Rural Marketing Environment- Rural Market Research – Evolution of Rural Marketing Research – Data Collection Approaches in Rural Areas – Research Tools for Rural Market; **RURAL CONSUMER BEHAVIOUR:** Rural Consumers on Growth Track – Life style of Rural Consumer – Profile of Rural Consumer- Model of Consumer Behavior – Buying Decision Process – Buyer Characteristics – Buying Behaviour Patterns.

**UNIT – III: SEGMENTATION OF RURAL MARKETS:** Segmentation – Segmentation Variables – Benefits of Market Segmentation – Rural Market Segmentation Tools – Approaches for Segmenting the Rural Market of India – Target Marketing and Positioning in Rural markets. A comparative Analysis of Rural Vs Urban Marketing, Differences in Consumer Behavior in Rural and Urban Markets.

**UNIT – IV: RURAL MARKETING MIX:** Rural Marketing Mix –Additional P's of Rural Marketing – 4 A's of Rural marketing Mix; New Product Development in Rural Market – Application of Product Life Cycle in Rural Markets- Branding- Fake Brands; Rural Retail Channel Management; Communication and Promotion in Rural Markets; Marketing Strategies for Indian Rural Market.

**UNIT – V: TRENDS IN RURAL MARKETING:** Rural Marketing of FMCG's – Rural Marketing of Consumer Durables –Rural Marketing of Financial Services – Marketing of Agricultural Inputs; Green Marketing – Micro Credit Marketing - Structure of Competition in Rural India - Future of Rural Marketing.

**TEXT BOOKS:**

1. Dogra Balram and Ghuman Karminnder: Rural Marketing, Tata McGraw Hill New Delhi.,2008.
2. Pradeep Kashyap and Siddartha Raut: Rural Marketing, Biztantra.

**REFERENCES:**

1. Badi R.V and Badi N.V: Rural Marketing, Himalaya Publishing House, New Delhi, latest edition.
2. Gupta, S.L: Rural Marketing, Wisdom Publication, New Delhi, latest edition.
3. Krishnamacharylu, C.S.G and Ramakrishnan Lalitha: Rural Marketing, Pearson Education, New Delhi,latest edition.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	-	-	3	-	-	-	-	-
CO2	3	2	2	-	-	-	-	-	-	-	-
CO3	3	-	2	-	-	-	-	-	-	-	-
CO4	3	-	-	-	-	2	-	-	-	-	-
CO5	3	-	3	-	-	2	2	-	-	-	-
Average	3	2	2.5	-	-	2.3	2	-	-	-	-
Correlation Level of the Course	3	2	3	-	-	3	2	-	-	-	-

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**15CMB30 BUSINESS MARKETING**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

1. *Examine the nature of business to business markets, the organizational buying and selling processes, and strategic alternatives to approach these markets.*
2. *Recognize the similarities and differences between consumer markets and business markets.*
3. *Illustrate a business marketing plan for a company dealing with business customers.*
4. *Design strategies and structures to effectively serve the B2B market.*
5. *Improve the various strategies for development of business to business marketing.*

**UNIT – I: BUSINESS MARKETS AND BUSINESS MARKETING:** Definition of Business to Business Market – B2B Marketing Management - Trapping Vs. Substance – Conceptual differences between B2B and Consumer Marketing – Business Goods Classification; **ORGANIZATIONAL BUYING:** -Dimensions of Organisation buying- Organisational Buying Behaviour- Classifying Business Customers- Value Analysis- evaluating Supplier Capability and Performance.

**UNIT – II: B2B MARKETING PLANNING AND ANALYSIS:** The Planning Process and Supply/Demand Supply Chain Management – The Marketing Planning Process – Situation Analysis: SWOT Analysis & The Marketing Audit; **BUSINESS MARKET RESEARCH:** The Need for Market Research – Differences Between Consumer and Business Market Research – Developing a Marketing Information System.

**UNIT – III: B2B MARKETING STRATEGIES:** Marketing Intelligence - Segmenting the B2B market – Relationship between Segmentation, Targeting and Positioning - Demand Analysis - Measuring Market Potential and sales forecasting; **MARKET ENTRY STRATEGIES:** Market Entry Strategy – First Movers Vs. Followers-Foreign Market Entry Strategy – Comparing the entry Strategy Alternatives – Virtual market Entry – Strategic Alliances –Blocked markets.

**UNIT – IV: BUSINESS MARKETING PROGRAMMES:** Business Marketing Planning- - Managing the Business Products and Business Services – Value and pricing in B2B Markets - Business Marketing Channels-B2B Marketing Communications -Advertising - Sales Promotion-Personal Selling Function.

**UNIT – V: ISSUES IN B2B MARKETING:** Evaluating Business-to-Business Marketing Efforts - The Importance of Customer Retention - Strategies and Measures of Customer Retention; Industrial marketing and Industrial consumer behavior; CRM Strategy - Future of Business Marketing – Social Networking - Post Modern Marketing - Value Based Marketing - Relationship Marketing.

**TEXT BOOKS:**

1. Alan Zimmerman and Jim Blythe, *Business to Business Marketing Management: A Global Perspective*, Routledge: Taylor and Francis Group, London and New York.
2. Nick Ellis, *Business to Business Marketing: Relationships, Networks and Strategies*, 2011.

**REFERENCES:**

1. Robert & Reeder, Edward G. Brierty and Betty H. Reeder, *Industrial Marketing: Analysis planning and control*-Prentice Hall of India Ltd.
2. Dwyer, R and J Tanner. *Business Marketing*. 4th ed. New York: McGraw-Hill Irwin, 2009. ISBN: 978-0-07-352990-5.
3. Hill, Alexander & Scron: *Industrial Marketing*, All India Traveller Book Seller, New Delhi.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	3	3	-	-	-	-	-	-
CO2	-	-	3	3	3	-	-	-	-	-	-
CO3	-	-	3	3	3	-	-	-	-	-	-
CO4	-	-	3	3	3	-	-	-	-	-	-
CO5			3	3	3						
Average	-	-	3	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	3	3	3	-	-	-	-	-	-

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	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>15CMB31 HUMAN RESOURCE DEVELOPMENT</b>				

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Retrieve the skills to develop and apply HRD tools in business organisations.*
- 2. Design and implement HRD programs in Business organisations.*
- 3. Improve HRD Climate for satisfying requirements of human resources in organisation.*
- 4. Plan suitable HRD strategy to develop human resources in different business organisations.*
- 5. Develop the different stages for career development in order to satisfy the employees.*

**UNIT - I: FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT:** Concept of HRD, Relationship between HRM and HRD, Human resource development functions, Roles and competencies of an HRD professional; Challenges to HRD professionals.

**UNIT - II: PLANNING AND DESIGNING HRD PROGRAM IN ORGANIZATIONS:** Assessing HRD needs, Designing effective HRD programs, Implementing HRD programs, Evaluating HRD programs.

**UNIT - III: HRD CLIMATE IN ORGANIZATIONS:** General climate, HRD mechanisms and OCTAPAC culture; Performance appraisal, Potential appraisal, Performance counseling and mentoring.

**UNIT - IV: COMPARATIVE HRD SYSTEMS:** HRD System in Health Sector -HRD System for Quality Management in Manufacturing Sector-HRD System for Project Management.

**UNIT - V: HRD AND CAREER DEVELOPMENT:** HRD models - Career Management and Management Development Programme(MDP)-Defining Career Concepts-Stages and Models of Career Development-The Process of Career Management-Roles in Career Management-Career Development practices and activities.

**TEXT BOOKS:**

- 1.Werner/ Desimone, Human Resource Development, Cengage learning, 2006.
- 2.Dave Ulrich et. al., The HR Scorecard, Harvard Business School Press, 2001.

**REFERENCES:**

1. Dave Ulrich, *Human Resource Champion*. Harvard business School Press, 1997.
2. Drehe and Dougherty, *Human Resource Strategy*, TataMcGrawHill Publishing, 2007.
3. Rao T.V, *Readings in Human Resource Development*, Oxford publishers, 2008.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
C01	3	-	-	3	3	3	3	-	-	-	-
C02	3	-	-	3	3	3		-	-	-	-
C03	3	-	-	3	3	3	3	-	-	3	-
C04		-	-	3	3	3	-	-	-		-
C05	3	-	-	-	-	-	-	-	-		-
Average	3	-	-	3	3	3	3	-	-	3	-
Correlation Level of the Course	3	-	-	3	3	3	3	-	-	3	-

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**15CMB32 STRATEGIC HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of course the students will be able to*

- 1. Classify competencies to align HR strategy with the business strategy.*
- 2. Design skills and capabilities to frame effective employee development intervention.*
- 3. Transfer rational ability to adopt and manage employee performance strategically.*
- 4. Develop competency to implement global HR practices in Organization.*
- 5. Illustrate the various examples in employee separation by the corporate sector in order to reduce cost.*

**UNIT - I: INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT:**

Introduction to business and corporate strategies -Human Resource functions in India – Distinctive features of human resource management – Strategic Human Resource Management – Integrating HR strategies with business strategies-- Human Resource Environment, Technology and structure.

**UNIT - II: INTEGRATING STRATEGY AND HUMAN RESOURCE PLANNING:**

The strategic role of Human Resource Planning–selecting forecasting techniques– forecasting the supply of human resources– forecasting the demand for human resources– Employee Resourcing –Recruitment & Selection process- Placement.

**UNIT - III: STRATEGY FOR TRAINING AND DEVELOPMENT:**

Planning and strategizing training- Integrating training with performance management systems and compensation- Developing management training and development for competitive advantage- Career Development –Succession Planning.

**UNIT - IV: STRATEGIC PERFORMANCE MANAGEMENT SYSTEM:**

Strategically oriented performance measurement systems– Strategic choices in performance management systems– Strategically oriented compensation systems – Reward & Performance Management High performance practices, Human resource evaluation



**UNIT - V: EMPLOYEE SEPARATION PRACTICES:** Reductions in workforce- Lay off, Downsizing, -Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement, – Strategic HR Issues in global assignments.

**TEXT BOOKS:**

- 1.Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007.
- 2.Michael Armstrong, Strategic HRM, Kogan page, London.

**REFERENCES:**

1. John Storey, Patrick M. Wright and Dave Ulrich, "The Routledge Companion to Strategic Human Resource Management", 2009, Routledge.
2. K.Prasad , Strategic Human Resource Management, Mac Millan.
3. Tanuja Agarwal, Strategic Human Resource Management, Oxford University Press, 2007.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	-	3	3	-	3	-	-	-	-
CO2	-	3	3	3	-	3	-	-	-	-	-
CO3	2	3	-	3	3	-	-	3	-	-	-
CO4	-	3	-	3	3	-	3	-	-	3	-
CO5	2	2	-	-	3	-	3	-	-	-	-
Average	2.3	2.8	3	3	3	3	3	3	-	3	-
Correlation Level of the Course	3	3	3	3	3	3	3	3	-	3	-

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**15CMB33 COMPENSATION AND REWARD MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of course the students will be able to*

- 1. Recognize the competencies to develop effective compensation management system.*
- 2. Design compensation plan based on employee need analysis in business organizations.*
- 3. Develop suitable reward system for satisfying the financial and non-financial needs of employees.*
- 4. Formulate effective compensation strategy by fulfilling legal issues for improving compensation system in business organizations.*
- 5. Illustrate the different company's executives' compensation as per the revised pay scales.*

**UNIT – I: DETERMINING COMPENSATION:** Significance of Compensation system, Importance in an organization, factors influencing compensation systems, economic theories relating to compensation.

**UNIT – II: DEVISING A COMPENSATION PLAN:** Compensation plans and business strategy, concepts of wages, incentives and pre-requisites, group incentive plans, compensation for unorganized sectors, job evaluation, skill based pay, competency based pay.

**UNIT –III: BENEFITS AND SERVICES:** Financial and non-financial rewards, fringe benefits, bonus, incentive schemes, administration of benefits and services.

**UNIT – IV: COMPENSATING TOP BRASS:** Executive's compensation, components of executive compensation, benefits and prerequisites for executives, executive compensation and managerial compensation compared.

**UNIT – V: LEGAL ASPECTS IN COMPENSATION:** Payment of bonus act 1965, payment of wages act 1936, wage boards- its functions and benefits, pay commissions – benefits and significance and functions.

**TEXT BOOKS:**

1. *Michael Armstrong, Helen Murlis, Hay Group, Reward management, Kogan Page Publishers, 2007.*
2. *Tapomay deb, Compensation management, Excel Books, New Delhi, 2008.*

**REFERENCES:**

1. *Michael Rose, Reward management, Kogan Page, 1<sup>st</sup> edition, 2014.*
2. *Mousumi Bhattacharya, Nilanjan Sengupta, Compensation Management, Excel Books, 2008.*
3. *Aswathappa K., Human resource management, Tata McGraw-Hill Education, 2005.*

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	3	2	-	-	2	2	-	-	-	-
CO2	-	2	3	2	2	2	2	-	-	-	2
CO3	-	2	2	-	-	3	-	-	2	-	2
CO4	-	-	3	3	-	3	-	-	-	3	-
CO5	-	-	3	-	-	3	-	-	-	-	-
Average	-	2.3	2.6	2.5	2	2.6	2	-	2	3	2
Correlation Level of the Course	-	3	3	3	2	3	2	-	2	3	2

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**15CMB34 PERFORMANCE MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of course the students will be able to*

- 1. Implement concepts and functions of performance management for strengthening performance management system in business organizations.*
- 2. Appraise effective performance planning method for achieving performance management objectives.*
- 3. Improve the competencies to design appropriate performance appraisal method for providing performance feedback in business organizations.*
- 4. Design the best practices to develop suitable performance monitoring and counseling system in business organizations.*
- 5. Recognize the best performance management tool and implement in the organization.*

**UNIT - I: INTRODUCTION TO PERFORMANCE MANAGEMENT:** Definition, concepts and scope – Foundations of Performance Management - Performance appraisal Vs performance management – performance management Vs Human resource management - processes for managing performance –critical appraisal- Performance Audit.

**UNIT - II: PERFORMANCE MANAGEMENT PLANNING:** Importance-Methods- process- Goal Setting- Linkages to Strategic Planning- Competency mapping- Monitoring Performance Planning- Barriers to Performance Planning.

**UNIT - III: PERFORMANCE MANAGEMENT SYSTEM:** objectives – Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems.

**UNIT - IV: PERFORMANCE MANAGEMENT TOOLS:** Importance- Traditions and Modern Techniques - Balanced Score Card - 360 Degree Performance Appraising - Merit Rating - MBO- BARS.

**UNIT - V: PERFORMANCE MONITORING AND COUNSELING:** Introduction- Supervision-

Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- Role efficiency- Coaching- Counseling and Monitoring- Performance management skills –High Performing Teams: Building and leading Highperforming teams.

**TEXT BOOKS:**

1. Prem Chadha, Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.

**REFERENCES:**

1. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
2. Avid Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
3. Dewakar Goel: Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	-	3	-	-	-	-	3	-
CO2	-	-	3	-	3	-	-	-	-	3	-
CO3	-	-	-	-	3	-	3	-	-	-	-
CO4	-	-	-	-	3	-	3	-	-	-	-
CO5	-	-	3	-	3	-		-	-	3	-
Average	3	-		3	3	3	3	-	-	3	-
Correlation Level of the Course	3	-	3	3	3	3	3	-	-	3	-

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**15CMC35 E-BUSINESS**

**COURSE OUTCOMES:**

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

- 1. Apply various models of e-business to manage day to day business operations.*
- 2. Make use of applications and methodologies of e-business to the business set up.*
- 3. Identify security concerns of electronic mode of payment.*
- 4. Recognize key legal and privacy issues of e-business.*
- 5. Describe the best practices in the payment of E-business.*

**UNIT – I: INTRODUCTION TO E-BUSINESS:** Introduction – Definition of e-business - e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.

**UNIT – II: TECHNOLOGY INFRASTRUCTURE:** Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

**UNIT – III: BUSINESS APPLICATIONS:** Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing.

**UNIT – IV: E-BUSINESS PAYMENTS AND SECURITY:** E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

**UNIT – V: LEGAL AND PRIVACY ISSUES:** Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

**TEXTBOOKS:**

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2010.

**REFERENCES:**

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e-business, Oxford University Press, 2012.
2. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2009.
3. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	3	-
CO2	-	-	-	3	-	-	-	-	-	3	-
CO3	-	-	-	3	-	-	-	-	-	3	-
CO4	-	-	-	3	-	-	-	-	-	3	-
CO5	-	-	-	3	-	-	-	-	-	3	-
Average	-	-	-	3	-	-	-	-	-	3	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	-	3	-

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**15CMC36 BUSINESS SYSTEM ANALYSIS AND DESIGN**

**COURSE OUTCOMES:**

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

- 1. Use various tools and techniques for analysis and design of business system.*
- 2. Relate the system planning and requirement strategies to a business problem.*
- 3. Apply principles of database design and effectively design database schemas based on conceptual business models.*
- 4. Apply the principles of project management to a practical solution.*
- 5. Develop the software projects for the sake of earning huge profits.*

**UNIT - I:** Business Systems Concept - Information System Building Blocks - Systems Development Life Cycle - Project Selection - Feasibility Study; Tools for analysis and design of business systems- Methodologies - Need for structured techniques - structured techniques and their relevance for SDLC.

**UNIT - II:** Systems Planning - Preliminary Investigations - System Requirement Specification and Analysis - Evaluating Alternative Strategies of System Requirement Analysis - Data Flow Diagrams - Data Dictionaries - Process Organisation and Intersections.

**UNIT - III:** Design of databases and Normalization - Rapid Application Development Flow Charting - Data and Process Modeling Tools; Use Case; Systems Design - Object Oriented Design; Output Design - Input Design; File and Database Design.

**UNIT - IV:** Managing Software Projects - Project Communication, tracking and reporting; Software Project Planning; Software Risk Management; System Implementation - Installation and Evaluation - System Control and Quality Assurance.

**UNIT - V:** Software Testing Techniques; Performance and Acceptance testing criteria - Capability Maturity Model; Project management techniques for managing software projects; System Controls and System Audit - System Administration and Training - Conversion and Operations Plan.



**TEXT BOOKS:**

1. Bennett, S., Mcrobb, S., & Farmer, R. Object-Oriented systems analysis and design using UML, 3<sup>rd</sup> edition, Boston: McGraw Hill, 2006.
2. Hoffer, J. A., & George, J. F., Modern system analysis and design, 4<sup>th</sup> edition, New Delhi, Pearson Education, 2006.

**REFERENCES:**

1. Kendall, K. E., & Kendall, J. E, Systems analysis and design ,8<sup>th</sup> edition, New Delhi: Prentice-Hall, 2009.
2. Pressman, Roger S., Software engineering: A practitioner's approach, 7<sup>th</sup> edition, Boston: McGraw Hill, 2009.
3. Shelly, G. B., Cashman, T. J., & Rosenblatt, H. J., Systems analysis and design, 8<sup>th</sup> edition, Singapore: Thomson Learning, 2009.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	2	3	-	-	2	-	2	-
CO2	3	-	-	3	3	-	-	2	-	2	-
CO3	2	-	-	2	3	-	-	2	-	-	-
CO4	2	-	-	2	3	-	-	2	-	3	-
CO5	3	-	-	3	2	2	-	2	-	3	-
Average	2.6	-	-	2.4	2.8	2	-	2	-	2.5	-
Correlation Level of the Course	3	-	-	3	3	2	-	2	-	3	-

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**MBA –III SEMESTER**

**L T P C**

**4 0 0 4**

**15CMC37 CYBER LAW**

**COURSE OUTCOMES:**

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

1. *Recognize the developing trends in cyber law and the legislation impacting cyberspace in the current situation.*
2. *Identify the fraudulent practices of e-commerce that prevent authorized access.*
3. *Predict the key forces that influence the legality of data protection.*
4. *Regulate the emerging mobile threats and crimes.*
5. *Describe the various acts in order to legal recognition of cyber law.*

**UNIT - I: FUNDAMENTALS OF CYBER LAW:** Philosophy of Cyber Law - Overview of Computer and Web Technology - Introduction to Indian Cyber Law - Overview of General Laws and Procedures in India; Freedom of Expression on the Internet: Is it a Global Value? The Internet and the Problems of Geography and Sovereignty.

**UNIT - II: E-COMMERCE:** Legal issues; Electronic Commerce –Digital Signature- Meaning - Creation of Digital Signature; Understanding how digital signatures work, Role in Information Technology; technical issues; legal issues; Crimes relating to digital signature certificates - Digital signature fraud; Electronic Contracts; E-taxation, E-banking, online publishing and online credit card payment.

**UNIT - III: CYBER CRIMES:** Meaning of Cyber Crimes - Cyber crimes under the Information Technology Act, 2000 - Denial of service Attack, Virus Dissemination, Software Piracy, Internet Relay Chat (IRC) Crime, Credit Card Fraud, Phishing - Cyber Terrorism - Violation of Privacy on Internet - Data Protection and Privacy; Concept of Social Networking – Legal Implications of Social Networking.

**UNIT - IV: INTELLECTUAL PROPERTY ISSUES AND CYBERSPACE:** Overview of Intellectual Property related Legislation-Copyright law & Cyberspace; Trademark law & Cyberspace; Law relating to Semiconductor Layout & Design Page.

**UNIT - V: INFORMATION TECHNOLOGY ACT, 2000:** Overview of the IT Act – Jurisdiction - Electronic Governance – Legal Recognition of Electronic Records and Electronic Evidence - Digital Signature Certificates - Securing Electronic records and secure digital

signatures - Duties of Subscribers - Role of Certifying Authorities - Regulators under the Act  
 - Internet Service Providers and their Liability – Impact of the Act on other Laws.

**TEXT BOOKS:**

1. Kamlesh N. & Murali D.Tiwari(Ed), IT and Indian Legal System, Macmillan India Ltd, New Delhi, 2000.
2. Chris Reed, Internet Law-Text and Materials, 2nd Edition, Universal Law Publishing Co., New Delhi, 2005.

**REFERENCES:**

1. Vakul Sharma, Hand book of Cyber Laws, Macmillan India Ltd, New Delhi.
2. S.V.Joga Rao, Computer Contract & IT Laws , Prolific Law Publications, New Delhi, 2005.
3. T.Ramappa, Legal Issues in Electronic Commerce, Macmillan India Ltd, New Delhi 4<sup>th</sup> edition, Indian Law Institute, Legal Dimensions of Cyber Space, New Delhi, 2000.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	-	3	-	-	-	3	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	3	-	-	3	-	3	-	-	-	3	-
Correlation Level of the Course	3	-	-	3	-	3	-	-	-	3	-

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**MBA –III SEMESTER**

**L T P C**

**4 0 0 4**

**15CMC38 BUSINESS INTELLIGENCE**

**COURSE OUTCOMES:**

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

1. *Demonstrate key concepts and current practices of business intelligence.*
2. *Make use of analytical techniques in business intelligence systems.*
3. *Examine the role of data mining and data warehousing in bringing functional efficiency in an enterprise.*
4. *Apply relevant theories, concepts and techniques to solve real-world BI problems.*
5. *Describe the critical challenges for business intelligence success in the dynamic business environment.*

**UNIT – I: INTRODUCTION TO BUSINESS INTELLIGENCE:** Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications.

**UNIT – II: TOOLS OF BUSINESS INTELLIGENCE:** Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers.

**UNIT – III: INTRODUCTION TO DATA MINING:** Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works? Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Ethical issues in Data Mining.

**UNIT – IV: INTRODUCTION TO DATA WAREHOUSING:** Introduction, Data Warehousing, Data Mart, Aspects of Data Mart, Online Analytical Processing, Characteristics of OLAP, OLAP Tools, OLAP Data Modeling, OLAP Tools and the Internet, Difference between OLAP and OLTP, Multidimensional Data Model.

**UNIT – V: BUSINESS INTELLIGENCE ISSUES AND CHALLENGES:** Introduction, Critical Challenges for Business Intelligence success, Cross-Organizational Partnership, Business Sponsors, Dedicated Business Representation, Business Intelligence Application Development methodology, Creating Cost Effective Enterprise friendly BI solution.

**TEXT BOOKS:**

1. Reema Thareja, "Data Warehouse", Publisher: Oxford University Press.
2. Jiawei Han, Micheline Kamber, Jian Pei "Data Mining: concepts and techniques", 2nd Edition, Publisher: Elsevier/Morgan Kaufmann.

**REFERENCES:**

1. William Inmon, "Building the Data Warehouse", Wiley publication, 4 th edition.
2. Efreem G. Mallach, "Decision Support and Data Warehouse Systems", 1st Edition  
Publisher: Tata McGraw-Hill Education, ISBN-10: 0072899816.
3. Efraim Turban, Ramesh Sharda, Dursun Delen, David King, "Business Intelligence",  
ISBN-10: 013610066X Publisher: Prentice Hall, ISBN-13: 9780136100669.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	-	-	2	2	-	2	-	-	2	-
CO2	3	3	3	3	3	-	3	-	-	3	-
CO3	2	-	2	2	3	-	2	-	-	2	-
CO4	3	-	3	3	3	-	3	-	-	3	-
CO5	3	3	3	3	3	3	3	-	-	3	-
Average	2.6	3	2.75	2.6	2.8	3	2.6	-	-	2.6	-
Correlation Level of the Course	3	3	3	3	3	3	3	-	-	3	-

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**MBA-III SEMESTER**

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**0 0 2 2**

**15CMB39 MINI PROJECT**

This course is tailored to provide opportunities for students to make a detailed report either by visiting the related industries on individual bases or doing a research by using secondary data in order to familiarize with the actual practice with respect to the specialization elected by the students. Individually, students will be expected to either visit firms, corporations or collect the secondary data with respect to the same and present a report as required by the instructors. On an individual basis, industrial visits or secondary data collection will be undertaken on one or combination of any of the following industries: Construction Materials, Textiles, Iron, steel and non-ferrous metal production, Metalworking, Chemical and petrol-chemicals, Plastics and Rubber, Paper and Board making, Garment and shoe manufacture, Food and Drinks, Electrical and Electronics, Printing and Publishing, Sugar and Alcoholic production, Furniture and Timber, Ceramics, Glass and Mineral production, Paint, production. The candidates will be expected to be familiar with the production sequences, raw materials and plant requirements of processes which fall within the broad categories of the industries listed above.

The students should incorporate all the details pertaining to their specialization areas in the industry/company of their choice. All the details to be incorporated in the report will be shared by the concerned instructor.

The students are expected to prepare and submit a detailed written report to demonstrate a general knowledge of the industrial processes, the basic types of plant and their application together with the various factory services required by the industry and other things as directed by the instructors.

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**MBA- IV SEMESTER**

L	T	P	C
4	1	0	4

**15CMB40 ENTREPRENEURSHIP DEVELOPMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Identify and apply the elements of Entrepreneurship to be successful in competitive market.*
- 2. Creatively analyse the business environment and recognize various opportunities.*
- 3. Make use of necessary resources for starting new venture.*
- 4. Appraise the growth and development of MSME sector.*
- 5. Enables the prospective entrepreneurs to find out various sources of finance.*

**UNIT – I: INTRODUCTION:** Meaning and Definition of Entrepreneur and Entrepreneurship; Characteristics of Entrepreneur - Functions of Entrepreneur - Attitude and leadership of Entrepreneur – Entrepreneur Vs Manager – Role of Entrepreneurship in Economic development.

**UNIT – II: ENTREPRENEURSHIP DEVELOPMENT:** Economic and non- Economic Factors affecting Entrepreneurship Development – Government actions - Entrepreneurship and environment-Policies governing entrepreneurs; Entrepreneurial development programmes - Institutions for entrepreneurship development- Entrepreneurship development in other countries.

**UNIT – III: ENTREPRENEURIAL MOTIVATION:** Introduction to start ups - Entrepreneurial Motivation - competencies and Mobility – Entrepreneurship Development Programmes (EDPs) – Growth of Entrepreneurship in India.

**UNIT – IV: MICRO, SMALL AND MEDIUM ENTERPRISES:** Objectives, Characteristics and Importance of MSMEs in Indian Economic Development – Role of MSMEs during Planning Era – New Small Enterprise Policy 1991 – Policies and Programmes for Promoting MSMEs Working of MSMEs – Drawbacks and problems of MSMEs – Prospects and Opportunities of MSMEs.

**UNIT - V: INSTITUTIONAL FINANCE:** Need of Institutional Infrastructure for MSMEs – Role of commercial Banks, IDBI, SFC, NABARD, SIDO, NSIC, NISIET, NIESBUD, NRDC, SIDBI, DIC, SIDCs for development of MSMEs; Introduction to venture capital – Business plan.

**TEXT BOOKS:**

1. David H. Holt, "Entrepreneurship New Venture Creation", Prentice Hall, New Delhi, 2003.
2. Khanka S.S., Entrepreneurial Development, S. Chand And Company Ltd., New Delhi, 1999.

**REFERENCES:**

1. Kuratko D. F., Rao T. V., "Entrepreneurship: A South Asian Perspective" – Cengage Learning.
2. Entrepreneurship Development – Prepared By Colombo Plan Staff College For Technical Education Manila – Tata Mc-Graw Hill, New Delhi – 1998.
3. Khan R.R., Entrepreneurial Management – School Of Management Studies, Mumbai – 1985.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	1	-	-	2	-	-	3	-
CO2	-	-	-	1	-	-	3	-	-	2	-
CO3	-	-	-	-	2	-	2	-	-	3	-
CO4	1	-	-	2	-	-	-	-	-	2	-
CO5	1	-	-	3	-	-	-	-	-	-	-
Average	1	-	-	1.75	2	-	1.75	-	-	2.5	-
Correlation Level of the Course	1	-	-	2	2	-	2	-	-	3	-



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**MBA- IV SEMESTER**

L	T	P	C
4	1	0	4

**15CMB41 TOTAL QUALITY MANAGEMENT**

**COURSE OUTCOMES:**

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

1. *Understand the fundamental principles of Total Quality Management.*
2. *Apply quality control measures in manufacturing units.*
3. *Develop research skills that will allow them to keep abreast of changes in the field of Total Quality Management.*
4. *Emphasise the process of learning and discovery rather than the presentation of facts.*
5. *Ensures quality system organisation and implementation.*

**UNIT - I: INTRODUCTION:** Quality: Definition, vision, mission and policy statements; Dimensions of product and service quality; Customer Focus – customer perception of quality, Translating needs and requirements; Cost of quality; Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques.

**UNIT - II: QUALITY CONCEPTS:** Process capability: meaning, significance and measurement – Six sigma - concepts of process capability; Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve; Terotechnology; Business process Improvement (BPI)– principles, applications, reengineering process, benefits and limitations- Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**UNIT - III: TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT:** Quality Functions Deployment (QFD) – Benefits, Voice of customer, House of quality (HOQ), Building a HOQ, QFD process. Management Tools - Bench marking and POKA YOKE.

**UNIT - IV: QUALITY ENGINEERING:** Failure mode effect analysis (FMEA) –requirements of reliability, failure rate, FMEA stages, design, process and documentation. - Taguchi techniques- Loss Function, Signal to Noise Ratio-parameter design-Tolerance design- Total Productive Maintenance.

**UNIT - V: QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION:** Introduction to IS/ISO 9004:2000 – Quality management systems – Sector Specific standards Requirements- Implementation- Obstacles- Quality Audits- Documentation- Employee-involvement-Customer-satisfaction.

**TEXTBOOKS:**

1. Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third-edition, Pearson-Education, 2011.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First-Edition, 2002.

**REFERENCES:**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M. Charantimath, Total Quality Management, Pearson Education, First Indian Reprint, 2003.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	-	-	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	-	-	-	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	-	-	-

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**MBA –IV Semester**

L	T	P	C
4	0	0	4

**15CMB42 BANKING AND FINANCIAL SERVICES**

**COURSE OUTCOMES:**

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

1. *Illustrate the techniques of monetary control in a banking system.*
2. *Identify the appropriate financial instrument for investment and lending.*
3. *Use a right type of mutual fund based on the SEBI guidelines.*
4. *Compute the EMI for leasing and hire purchase agreement.*
5. *Approach for financial assistance for start up funds.*

**UNIT – I: BANKING SYSTEM:** Functions of Bank, Commercial Banks and their service areas, setting up of off-shore Banking units, Central Banking -Role of RBI, Techniques of Monetary Control, Liquidity management- Liquidity concepts, Retail Banking, co-operative banking, Reforms in the Banking sector- stress testing.

**UNIT - II: FINANCIAL SYSTEM:** Functions of a financial system, Components of financial system, Money market- functions, Instruments Characteristics and features of Treasury Bills, Commercial papers and other instruments-Managing liquidity in the money market-the Capital market, the Debt Market, the derivatives market- relationship between financial system and economic growth.

**UNIT – III: FINANCIAL INSTITUTIONS:** Development of Financial Institutions; Introduction to types of banks; NABARD- Functions of NABARD, NBFC's- types of NBFCs- Mutual funds-SEBI Guidelines related to Mutual Funds.

**UNIT – IV: FINANCIAL SERVICES:** Investment Banking- types of investment banks- Merchant Banking Services- The Depository system-NSDL, CDSL, SHCIL-Credit rating agencies in India-Rating Methodology and Symbols-Factoring and forfeiting; Introduction to personal finance.

**UNIT - V: LEASING AND HIRE PURCHASE:** Leasing structure- rights, responsibilities and obligations- Types of leases- Hire Purchase- difference between Lease and hire purchase- Accounting for Hire Purchase- Legal and taxation aspects of Hire purchase; Micro finance – Financial Inclusion.

**TEXT BOOKS:**

1. Bhole L.M. Financial Markets and Institutions, 5<sup>th</sup> edition, Tata McGraw-Hill eleventh reprint, 2014.
2. Bharati Pathak, Indian Financial System, 4<sup>th</sup> edition, Pearson, second Impression, 2015.

**REFERENCES:**

1. Khan M.Y, Indian Financial System, Tata McGraw Hill, New Delhi.
2. Srivastava R.M. Management of Financial Institutions, Himalaya Publishing House, Mumbai.
3. Tennan M.L. Banking: Law and Practice in India, India Law House, New Delhi.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	-	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	3	-	-
Average	-	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	3	-	-

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**MBA –IV Semester**

**L T P C**

**4 0 0 4**

**15CMB43 INTERNATIONAL FINANCIAL MANAGEMENT**

**COURSE OUTCOMES:**

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

1. *Forecast and estimate the foreign exchange rates.*
2. *Analyse the relationships between various factors and exchange rates.*
3. *Infer hedging foreign exchange exposures, using foreign investments.*
4. *Discover the source of finance in international capital and debt markets.*
5. *Finding an appropriate sources of foreign investments.*

**UNIT – I: INTERNATIONAL FINANCIAL MANAGEMENT:** Importance, nature and scope,  
- Difference between Domestic and International Financial Management-Theories of International business, International Business Methods,Balance of Payments (Bop), Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Recent changes and challenges in IFM.

**UNIT - II: INTERNATIONAL MONETARY SYSTEM:** Evolution, Gold Standard, Breton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the evolution of Economic and Monetary Union (EMU). International arbitrage and interest rate parity. Relationship between inflation- Interest rates and exchange rates - Purchasing Power Parity - International Fisher Effect. Forecasting forward rates.

**UNIT – III: FOREIGN EXCHANGE MARKET:** Function and Structure of the Forex markets, major participants, Instruments in Foreign Exchange transactions, Currency Futures and Options Markets, International Stock market. Foreign exchange quotations, Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates.

**UNIT – IV:MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE:** Types of Exposure, hedging techniques, Operational techniques, Money Market Hedging, Hedging with currency Options, Hedging with swap contracts.

**UNIT – V: FOREIGN INVESTMENTS:** Foreign Direct Investment- International Capital Budgeting- International Capital structure and cost of capital; Parallel loans International Cash management, Payment methods of international trade- Trade finance methods- Export - Import bank of India-Recent amendments in EXIM policy-Regulations and guidelines.

**TEXT BOOKS:**

1. Thummuluri Siddaiah, International Financial Management, Pearson, NewDelhi, 2010.
2. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2011.

**REFERENCES:**

1. Alan C.Shapiro, Multinational Financial Management, 4<sup>th</sup> edition, Prentice Hall India Private Ltd, 2004.
2. Jeff Madura, International Financial Management, 7<sup>th</sup> edition, Thomson Publications.
3. Maurice D.Levi, International Finance, 4<sup>th</sup>edition, Tata Mc Graw-Hill, New Delhi, 2010.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	3	-
CO2	1	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	3	-	-
Average	1	-	-	3	-	-	-	-	3	3	-
Correlation Level of the Course	1	-	-	3	-	-	-	-	3	3	-

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**MBA –IV Semester**

L	T	P	C
4	0	0	4

**15CMB44 RISK MANAGEMENT AND INSURANCE**

**COURSE OUTCOMES:**

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

- 1. Describe various concepts of risk management in business organizations.*
- 2. Compare the different insurance policies for managing risk.*
- 3. Apply hedging by using various derivative concepts and insurance plans.*
- 4. Assess the requirements of Insurance needs.*
- 5. Choosing the right insurance policy.*

**UNIT – I: INTRODUCTION TO RISK MANAGEMENT:** Risk Management: Meaning, Objectives, Risk Management Process and steps, Benefits of Risk Management;**RISK AVERSION:** Risk Management by individuals and corporations or businesses -. Loss Control: Types of Loss Control - Optimal Loss control.

**UNIT – II: RISK MANAGEMENT TECHNIQUES: Risk management with derivatives:** Hedging with Options, Forwards, Futures and Swaps- Common risks that are hedged with Derivatives-Constructing other derivatives;**INSURANCE:** Definition- Requirements of an insurable risk – Legal Principles of Insurance and Characteristics of Insurance; Introduction to Personal insurance; Contract – Benefits and Costs of Insurance to Society –Comparison of Insurance contracts with other contracts of hedging.

**UNIT – III: INSURANCE INDUSTRY:** Development and Regulation of Indian Insurance Industry and Role of IRDA- Operations of Insurance Companies-Underwriting- Rate Making Financial Operations of Insurance Companies- Insurance Accounting Terms.

**UNIT – IV: PROPERTY AND LIABILITY INSURANCE:**Liability risk –Basis of legal liability- Law of Negligence-Elements of negligence – defenses against negligence- Homeowners insurance – Auto Insurance -- Commercial Property Insurance - Commercial Liability Insurance - Crime Insurance and Surety Bonds – Coverage- Exclusions –Conditions- Popular plans and schemes relevant to these insurances.

**UNIT – V: LIFE AND HEALTH INSURANCE:** Life Insurance –Basic Types and Plans- Selection of a Life Insurance Plan- Annuities and Types of Annuity plans- Individual Health Insurance coverage’s – Group Health Insurance Plans- Social Insurance – reasons of Social Insurance- Types of Benefits.

**TEXT BOOKS:**

1. George E.Rejda, Principles of Risk Management and Insurance, Pearson Publications, Tenth Edition, 2013 Fifth impression.
2. Gupta P.K., Insurance and Risk Management, Himalaya Publishing House, 2<sup>nd</sup> Edition.

**REFERENCES:**

1. Scott E. Harringam and Gregory R. Niehaus, Risk Management and Insurance, Tata McGraw-Hill, 2<sup>nd</sup> Edition, 12<sup>th</sup> reprint 2011.
2. Dorfman, Introduction to Risk Management and Insurance, 8/e, Pearson, 2009.
3. Ramakrishna Reddy K and Murali KrishnaP, Risk Management (Edited), Discovery Publishing House, New Delhi, 2007.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	3	3	-	-	3	3	-
CO2	3	-	-	-	3	3	3	-	-	-	-
CO3	-	-	-	-	3	-	3	-	3	-	-
CO4	-	-	3	-	3	3	-	-	-	-	-
CO5	-	3	3	3	-	-	-	-	-	-	-
Average	3	3	3	3	3	3	3	-	3	-	-
Correlation Level of the Course	3	3	3	3	3	3	3	-	3	-	-



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**MBA –IV Semester**

**L T P C**  
**4 0 0 4**

**15CMB45 STRATEGIC INVESTMENT AND FINANCING DECISIONS**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

1. *Evaluate a corporation's major strategic and investment decisions from a financial perspective.*
2. *Interpret the performance various investments related to risk and return.*
3. *Solve the problems related to investment decisions.*
4. *Develop a broader view of the financial landscape and obtain a deeper understanding of major corporate financial decisions.*
5. *Exhibit suitable decision making.*

**\*\*Discounted cash flow tables to be provided in the examination\*\***

**UNIT – I: INVESTMENT DECISIONS UNDER CONDITIONS OF RISK AND**

**UNCERTAINTY:** Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio; Portfolio Risk and diversified projects.

**UNIT – II: TYPES OF INVESTMENTS AND DISINVESTMENTS:** Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments; Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

**UNIT – III: CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES:** Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**UNIT – IV: STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS:** Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and

Installment decisions; Mergers and acquisitions in Capital Budgeting, cash vs. equity for financial mergers.

**UNIT – V: FINANCING DECISIONS:** International Capital Structure: Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs: Capital Structure Theory –the Signaling Model.

**TEXT BOOKS:**

1. Prasanna Chandra, Financial Management, 7<sup>th</sup> Edition, Tata McGraw Hill Publications, 2008.
2. Prasanna Chandra, Projects: planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008.

**REFERENCES:**

1. Brigham E.F & Houston J.F., Financial Management, Thomson Publications, 2003.
2. Pandey I.M, Financial Management, Vikas Publishing House, 2003.
3. Khan MY and Jain PK, Financial Management: Text and Problems, Tata Mc Graw-Hill Publishing Co, 2003.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	-	-	-	3	3	-	-	-	3	-	-
CO3	-	-	-	3	3	-	-	-	3	-	-
CO4	-	-	-	3	3	-	-	-	3	-	-
CO5	-	-	-	3	3	-	-	-	3	-	-
Average	-	-	-	3	3	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	3	-	-

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**MBA-IV SEMESTER**

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**15CMB46 SERVICES MARKETING**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

1. *Appreciate, modify, and extend new theories and concepts pertaining to explaining the characteristics of customers' purchasing and consumption behaviour of services and service firms' marketing behaviour.*
2. *Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.*
3. *Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.*
4. *Apply new approaches for managing customer satisfaction and loyalty.*
5. *Implement the strategies for effective marketing communication.*

**UNIT – I: INTRODUCTION TO SERVICES:** What are Services, Why Service Marketing, Difference in goods and services marketing, Concept of Service Marketing Triangle, Service Marketing Mix;**CONSUMER BEHAVIOUR IN SERVICES:** Search, Experience and Credence Property, Customer expectation of services, Zone of tolerance, Factors influencing customer expectation of services, Customer perception of services, Service encounters

**UNIT – II: SERVICE QUALITY:** Meaning, Models of service Quality - GAP model of service quality; **GAP1:** Understanding customer expectation through market research: Types of service research, Market segmentation-Process & targeting in services, Retention strategies-Monitoring relationship, 3 levels of retention strategies.

**UNIT – III: CUSTOMER DEFINED SERVICE STANDARDS:** “Hard” & “Soft” standards, Process for developing customer defined standards; Key reasons for GAP 2- Creation of service vision and implementation; Service design and Positioning - New service development – types, stages. Service blue printing- Using & reading blue prints; Service positioning – positioning on the five dimensions of service quality.

**UNIT – IV: EMPLOYEE ROLE IN SERVICE DESIGNING:** Importance of service employee, 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;**MANAGING DEMAND AND CAPACITY:** Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and demand, waiting line

strategies.

**UNIT – V: ROLE OF MARKETING COMMUNICATION:**Key reasons for GAP 4 involving communication, Strategies to match service promises with delivery, Methodology to exceed customer expectations;**PRICING OF SERVICES:** Role of price and value in provider GAP 4, Role of non-monetary cost, Price as an indicator of service quality, Approaches and strategies for pricing services;**PHYSICAL EVIDENCE IN SERVICES:** Types of service scapes, Role of service scapes.

**TEXT BOOKS:**

1. Christopher Lovelock, Services Marketing, Pearson Education, 2004.
2. RajendraNargundkar, Services Marketing, TMH,1/e,2004.

**REFERENCES:**

1. Kenneth E Clow& David L Kurtz, Services Marketing, Biztantra, 2/e, 2007.
2. Swartz &Iacobucci, Handbook of Services Marketing & Management, Sage Publications, 2000.
3. Hoffman & Bateson, Services Marketing, Thomson, 2007.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	3	3	-	-	3	-	-	-	-	-
CO2	-	-	3	2	-	-	-	-	-	-	-
CO3	-	-	3	-	-	-	-	-	-	-	-
CO4	-	-	3	3	-	-	-	-	-	-	-
CO5	-	-	3	-	-	-	-	3	-	-	3
Average	-	3	3	2.5	-	3	-	3	-	-	3
Correlation Level of the Course	-	3	3	3	-	3	-	3	-	-	3

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**15CMB47 PRODUCT AND BRAND MANAGEMENT**

**COURSE OUTCOMES:**

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

- 1. Plan and evaluate various product and branding strategies*
- 2. Design appropriate theories and models for better branding decisions.*
- 3. Relate branding concepts with respect to real life world.*
- 4. Explain contemporary issues in product and brand development.*
- 5. Decide a choice or brand for a product.*

**UNIT - I: INTRODUCTION TO PRODUCT & BRAND MANAGEMENT:** Product Levels, Product Hierarchy, Classification of Product; Product Concepts, Planning, New Product, Development Strategies, Launching Strategies, PLC, Portfolio Management-BCG,GE, Porter's Model.

**UNIT - II: PRODUCT MIX:** Product Mix decisions, Product Line decision - strategic decision involving adding or pruning product lines.

**UNIT - III: CONCEPT OF STP & STRATEGIES:** Product Positioning, Developing Positioning Strategy, Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy.

**UNIT – IV: BRANDING:** Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning, Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, service, e-branding.

**UNIT – V: BRANDING-DECISIONS:** Branding Strategies, Co-branding strategies, Brand leveraging strategies, brand Image and Brand identity, Brand Identity Prism; Packaging, Labeling, Brand Rejuvenation, Brand Success strategies, Brand Resilience, Brand valuation, Building global brands, Branding failures.

**TEXT BOOKS:**

1. Product Management- *Chunawala S.A., Product Management*, Himalaya Publication, Mumbai, 2002.
2. Product Management –Donald R. *Lehmann* & Russell S *Winer*, 4<sup>th</sup> edition, TMH.

**REFERENCES:**

1. Brand Positioning-Subrato Sen Gupta, 2<sup>nd</sup> edition, TMH.
2. Product and brand management-K.Venugopal Rao –HPH.
3. Product and Brand Management – U.C. Mathur – Excel Books.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	2	1	-	-	-	-	-
CO2	-	-	-	2	3		-	-	-	-	-
CO3	-	-	2	3	2	1	-	-	-	-	-
CO4	-	-	-	3	3	1	-	-	-	-	-
CO5	-	-	1	2	3	1	-	-	-	-	-
Average	-	-	1.5	2.4	2.6	1	-	-	-	-	-
Correlation Level of the Course	-	-	2	3	3	1	-	-	-	-	-

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**15CMB48 ADVERTISING AND SALES PROMOTION**

**COURSE OUTCOMES:**

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

- 1. Analyze the expanding environment of media and communication techniques.*
- 2. Examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program.*
- 3. Develop creative strategies for advertising.*
- 4. Plan media strategy, scheduling, and vehicle selection and assess strategic uses of sales promotions.*
- 5. Developing sales promotion programs.*

**UNIT - I: ADVERTISING:** Meaning, Definition, Importance – Objectives – Classification of Advertising – Socio-Economic effects of advertising – Publicity-nature and importance.

**UNIT - II: ADVERTISING CAMPAIGN PLANNING:** Advertising Copy design- Advertisement – layout and its Components – essentials of a good copy – Advertising agency.

**UNIT - III: ADVERTISING MEDIA:** Types, Merits and Demerits-Media planning and selection - Determining Advertising Budget; Advertising through internet; Emerging media.

**UNIT - IV: SALES PROMOTION:** Nature and importance of sales promotion, its role in marketing, Forms of sales promotions- Consumer oriented sales promotion; trade oriented sales promotion & Sales force-oriented sales promotion.

**UNIT - V: MAJOR TOOLS OF SALES PROMOTION:** Samples, point of purchase, price packs, rebates patronage rewards. Conventions, conference & trade shows, specialties and novelties; Developing sales promotion programme, pre-testing implementing, evaluation of results and making necessary modifications.

**TEXT BOOKS:**

1. Manendra Mohan, Advertising Management Concepts and Cases, Tata McGraw Hill.
2. Chunawalla S.A, Promotion Management - S.A., 2<sup>nd</sup> edition, HPH.

**REFERENCES:**

1. Choudhry, Elliot & Toop, Successful Sales Promotion, Orient Longman.
2. Batra, Myers and Aakar, Advertising Management, 5th edition, PHI.
3. Chuawalla and Sethia Advertising Management.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	2	-	-	-	2	-	-	-
CO2	3	2	2	-	-	-	-	-	-	-	-
CO3	3	-	3	-	3	-	-	2	-	-	-
CO4	3	-	2	-	-	-	-	3	-	-	-
CO5	3	-	-	-	-	3	-	-	-	-	-
Average	3	2	2.5	2	3	3	-	2.3	-	-	-
Correlation Level of the Course	3	2	3	2	3	3	-	3	-	-	-



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**15CMB49 SUPPLY CHAIN MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Understand how supply chain strategy can provide a competitive advantage for organizations.*
- 2. Recognize supply chain approaches to support products in different phases of their lifecycle.*
- 3. Integrate the role of manufacturing capabilities in pursuit of supply chain objectives.*
- 4. Design lean supply chains with the appropriate levels of risk.*
- 5. Restructure the supply chain process.*

**UNIT - I: INTRODUCTION:** Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain; Enablers/ Drivers of Supply Chain Performance; Supply chain strategy - Supply Chain Performance Measures.

**UNIT – II: ROLE OF SUPPLY CHAIN MANAGEMENT:** Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Inter-relation between Enablers and Levels of Supply Chain Improvement-Systems and Values of Supply Chain.

**UNIT - III: STRATEGIES AND MODELS:** Aligning the Supply Chain with Business Strategy - SCOR Model –Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies – Certifications.

**UNIT – IV: CURRENT TRENDS** - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain.

**UNIT – V: RESTRUCTURING:** Supply Chain Restructuring – Supply Chain Mapping – Supply Chain process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain; Agro Supply Chains.

**TEXT BOOKS:**

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 5th edition, 2012.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 5th edition, 2012.

**REFERENCES:**

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5<sup>th</sup> edition, 2013.
2. David Simchi, Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain Concepts, Strategies, and Cases- Tata McGraw-Hill, 3rd edition, 2007.
3. Altekhar Rahul V, Supply Chain Management-Concept and Cases- PHI, 3rd edition, 2005.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	3	-	-	-	-	-	-	-
CO2	-	-	3	3	-	-	-	-	-	-	-
CO3	-	-	3	3	-	-	-	-	-	-	-
CO4	-	-	3	3	-	-	-	-	-	-	-
CO5	-	2	3	3	-	-	-	-	-	-	-
Average	-	2	3	3	-	-	-	-	-	-	-
Correlation Level of the Course	-	2	3	3	-	-	-	-	-	-	-

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**MBA-IV SEMESTER**

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**15CMB50 SOCIAL MEDIA MARKETING**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

1. Understand the required terminology and components of Social Media tactical and strategic plans.
2. Identify the place social media marketing has within the context of an organizations/business unit's/product's overall marketing strategy.
3. Evaluate an organizations effective engagement in social media to meet marketing objectives.
4. Identify how to measure and assess the effectiveness of social media for marketing purposes and draft a social media strategy for a specific product.
5. Evaluate customer satisfaction level.

**UNIT – I: INTRODUCTION:** Introduction to Social Media- What is Social Media? - How Social Media developed - Big Brands and Social Media – Small Business and Social Media; What's Driving Social Media Marketing?Word of Mouth and Viral Marketing.

**UNIT - II: CONTENT MARKETING –I:** Developing a Content Marketing Strategy; **Blogs:** Introduction – History - Blogger – Tumblr –Protocol – Content Strategies- Building an audience; **Twitter and Micro Blogging:** Introduction – History – Using Twitter as a marketing tool –Clients- Set-up and usage – Tips; **Facebook:** Creating groups and pages- Tips and Guides - Posts - Paid Promotion – Ads – Contests

**UNIT – III: CONTENT MARKETING –II: Google+:** Set-up and usage- Company profile- Hangouts- Authorship; **SEO:** What is it? - How it is determined - How to affect it - Google's role - Organic search; **YouTube:** Long-form video platforms- Setting up a channel - Managing content; Forums; Ratings and Reviews.

**UNIT – IV: TRENDS IN SOCIAL MEDIA MARKETING: LinkedIn:** Tips and Guides - Review of profiles; **Pinterest:** Majority female target audience - Visual social media and bookmarking - Set-up and management - Review of profiles. **The Legal side of Social Media:** In-house guidelines - Copyright and Trademark Implications.

**UNIT - V: MEASURING RESULTS:** Metrics – Goal Setting – Analyzing Content Sharing Metrics – Analyzing Twitter & Face book Metrics – Measuring Other Social Media Networks.

**ROI:** Measuring ROI – financial - customer satisfaction – awareness.

**TEXT BOOKS:**

1. Jan Zimmerman, Deborah Ng, Social Media Marketing All-in-One For Dummies, 3<sup>rd</sup> Edition, John Wiley and Sons, 2015.
2. Dan Zarella, The Social Media Marketing, O'Reilly Media, 2011, ISBN:978-0-596-80660-6.

**REFERENCES:**

1. Erik Qualman, Socialnomics: How Social Media Transforms the Way We Live and Do Business -2nd Edition, 978-1118232651.
2. Eric Schwartzman, Social Marketing to the Business Customer: Listen to Your B2B Market, Generate Major Account Leads, and Build Client Relationships, John Wiley & Sons, 978-0470639337.
3. Dave Evans, Social Media Marketing, The Next Generation of Business Engagement.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	3	-	-	-	-	-	-	-
CO2	-	2	-	-	-	3	-	-	-	-	-
CO3	-	2	-	3	-	-	-	-	-	-	-
CO4	-	-	3	3	-	-	-	-	-	-	-
CO5	-	-	3	3	-	-	-	-	-	-	-
Average	3	2	3	3		3	-	-	-	-	-
Correlation Level of the Course	3	2	3	3		3	-	-	-	-	-

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**15CMB51 MANAGEMENT OF CHANGE AND ORGANIZATION DEVELOPMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Implement techniques for evaluating the effectiveness of change and organization development.*
- 2. Outline the competencies required to improve the efficiency of team performance at various levels, under specific conditions.*
- 3. Analyze the issues in implementing an OD intervention.*
- 4. Formulate the strategies and tactics for organizational change and OD interventions.*
- 5. Plan a proper organisational system.*

**UNIT – I: MANAGEMENT OF CHANGE:** Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process – HR functions and Strategic Change Management - Implications for practicing Managers.

**UNIT - II: ORGANIZATIONAL DEVELOPMENT:** Definition – History – Contributory Stems, Values, and Assumptions. CHARACTERISTICS AND FOUNDATIONS OF OD: Systems outlook- Third wave management and Organization Transformation.

**UNIT – III: BELIEFS IN OD:** Values in Transition –Ethical issues in OD. DIAGNOSTIC PROCESS AND AREAS OF DIAGNOSIS: Action Research – As a Process and Approach of OD.

**UNIT - IV: INTERVENTIONS CLASSIFICATION:** Team Interventions – Inter group Interventions- Third Party Peace Making Intervention. STRUCTURAL INTERVENTIONS: Comprehensive Interventions and Training Experience.

**UNIT - V: OTHER INTERVENTIONS:** T-Groups, Behavior Modeling, Life and Career Planning. CONSULTANT ISSUES: System Ramifications- Power Politics in OD- Future of OD.

**TEXT BOOKS:**

1. Organisation Development and Transformation, French, Bell & Zawacki, 6/e TMH, 2008
2. French, Bell & Zawacki, OD and Transformation- 6/e TMH, 2008.

**REFERENCES:**

1. Cummins & Worley, Organization Development Change, Thomson/Cengage, 2009.
2. S.Ramnarayan, T.V.Rao&Kuldeep Singh, Organization Development Interventions and Strategies, Response, 2009.
3. Daniel Robey & Steven Actmen, Organization Development, Macmillan.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	3	-	-	3	2	-	-	-	-	3
CO2	-	2	-	-	-	3	2	-	-	-	-
CO3	-	2	-	2	-	2	-	-	-	-	3
CO4	3	-	-	2	2	3	-	-	-	-	-
CO5	3	-	2	-	-	3	-	-	-	-	-
Average	2.6	2.3	2	2	2.5	2.6	2	-	-	-	3
Correlation Level of the Course	3	3	2	2	3	3	2	-	-	-	3

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**15CMB52 MANAGEMENT OF INDUSTRIAL RELATIONS**

**COURSE OUTCOMES:**

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

- 1. Acquire solid theoretical, practical and ethical perspectives on aspects related to industrial relations.*
- 2. Critically analyze theories, models and paradigms in the field of industrial relations.*
- 3. Identify and appreciate the role of key participants, institutions, relationships and processes involved in industrial relations (statutory and non – statutory).*
- 4. Compare and contrast the state of affairs with respect to industrial relations, across the globe.*
- 5. Build proper industrial relations and social security schemes.*

**UNIT – I: INDUSTRIAL RELATIONS:** Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

**UNIT – II: INDUSTRIAL CONFLICTS:** Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT – III: LABOUR WELFARE:** Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT – IV: INDUSTRIAL SAFETY:** Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT – V: INTERNATIONAL DIMENSION OF INDUSTRIAL RELATIONS:** ILO, International industrial relations and Trade Unions, Social Security Schemes in Some Leading Countries, Industrial Relations in Japan, China.

**TEXT BOOKS:**

1. Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.
2. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj, Industrial relations & Labour Laws. Tata McGraw Hill, 2012.

**REFERENCES:**

1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2009.
2. C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 2010.
3. Srivastava, Industrial Relations and Labour laws, 6<sup>th</sup> edition, Vikas, 2012.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	3	3	3	3	3	3	3	-
CO2	-	-	1	3	3	2	1	1	-	1	-
CO3	-	-	2	3	3	2	-	2	-	-	-
CO4	-	-	-	2	3	3	-	-	-	-	-
CO5	-	-	-	2	3	2	-	3	2	2	-
Average	-	-	2	2.6	3	2.4	2	2.25	2.5	2	-
Correlation Level of the Course	-	-	2	3	3	3	2	2	3	2	-



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**15CMB53 GLOBAL HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

*After completion of the course the students will be able to*

- 1. Relate the issues of responsibility and sustainability in HR management, as well as exploring the influence of various forms of business organizations on HR practices.*
- 2. Integrate the strategic and functional roles of HRM in various global contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation.*
- 3. Persuade the issues, opportunities and challenges pertaining to global HRM.*
- 4. Build the competency in dealing with cross cultural situations.*
- 5. Build proper conflict resolution system.*

**UNIT – I: INTERNATIONAL HUMAN RESOURCE MANAGEMENT:** Concept, Scope and Significance; Approaches to international Human Resource Management Differences between- Domestic and international HR Activities; Organizational structure of multinational corporations: theories and models of Human Resources Managements in MNC's.

**UNIT – II: INTERNATIONAL HUMAN RESOURCE:** Recruitment and Selection; Cross National Differences in Personnel and Organization Policies; sources of Human Resources: Hume-Country, Host-Country, Third-Country National; Selection Criteria for international Assignments; Adaptability to Cultural Change Motivation for a foreign Assignment and Leadership Ability.

**UNIT – III: TRAINING AND DEVELOPMENT:** Methods of training process of Expatriate and Repatriation Management Development in international Settings Global Leadership Development. **Compensation:** Rewards and benefits; Multinational corporations and compensation systems, Performance Management in MNCs.

**UNIT – IV: APPRAISAL IN THE GLOBAL PERSPECTIVE:** Programmes and agencies- evaluation of global HRM practices. **TRAINING AND DEVELOPMENT:** Need, cross cultural training, learning- performance management and HR process-competency appraisal-cultural

issues.

**UNIT – V: LABOUR RELATIONS AND CONFLICT RESOLUTION IN MULTINATIONAL CORPORATIONS:** Forms of Industrial Democracy to Multinational Corporations; issues and Challenges of IHRM.

**TEXT BOOKS:**

1. Dowling Welch, Schuler, International Human Resource Management Thomson, New Delhi, 1999.
2. Anne Wil Harzing et al., International Human Resource Management, 3<sup>rd</sup> Edition ,sage, New Delhi, 2011.

**REFERENCES:**

1. Richard Mead, Tim G. Andrews, International Management, 4<sup>th</sup> Edition, Blackwell business, USA, 2009.
2. Briscoe, Dennis R., International HRM, 3<sup>rd</sup> Edition, Prentice Hall NJ, 2009.
3. Torrington, D., International HRM: Think Globally and Act Locally, Hemal Hempstead, Prentice Hall International, 1994.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	3	3	3	3	3	3	3	-
CO2	-	-	-	-	-	-	-	-	-	-	-
CO3	-	-	-	-	-	-	-	-	-	-	-
CO4	-	-	-	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	-	-
Average	-	-	-	-	-	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	-	-	-	-	-	-	-	-

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(AUTONOMOUS)**

**MBA – IV Semester**

L	T	P	C
4	0	0	4

**15CMB54 KNOWLEDGE MANAGEMENT**

**COURSE OUTCOMES:**

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

- 1. Develop a suitable knowledge management system in an organization.*
- 2. Apply various models to suit the organization in preserving knowledge.*
- 3. Match the knowledge with the strategies of an organization.*
- 4. Apply knowledge at various levels in the organization.*
- 5. Become as knowledge leaders to solve business issues.*

**UNIT – I: INTRODUCTION:** Information Management to Knowledge Management, Industrial Economy to Knowledge Economy, Basics of Knowledge Management, Knowledge management theory and practice, Major approaches to KM cycle, Integrated cycle.- Knowledge Management Matrix.- Knowledge Management Roadmap.

**UNIT – II: KM MODELS:** Knowledge management models – Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, -Choo, Sense-making KM model, Boisot Single Space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

**UNIT – III: KM TOOLS AND METRICS:** Knowledge acquisition and creation tools, Sharing and Dissemination tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced score card, House of Quality method.

**UNIT - IV: KM IN ORGANISATIONS:** Organisational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organizational levels, -Knowledge Reuse, Knowledge Repositories.

**UNIT – V: KNOWLEDGE LEADERSHIP:** Knowledge Leadership styles, Knowledge alignment with business strategies, Design and Development of Knowledge Management System, Balancing knowledge and business management systems, Constructing knowledge infrastructure.- Future of Knowledge Management.

**TEXTBOOKS:**

1. Kimiz Dalkir, Knowledge Management in Theory and Practice, Butterworth – Heinemann, 2011.
2. Sajjad M`Jasimuddin, Knowledge Management – an inter disciplinary Perspective, Cambridge University Press, International Edition, ISBN: 978-981-4271-22-6.

**REFERENCES:**

1. Stuart Barnes, Knowledge Management Systems – Theory and Practice, Cengage Learning, 2002.
2. Steven Cavaleri, Sharon Seivert and Lee W. Lee, Knowledge Leadership – The Art and Science of Knowledge based organisation, Butterworth – Heinemann, 2008.
3. Waman Jawadekar, Knowledge Management Tata Mcgraw Hill, Co.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	-	-	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	-	-	-	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY  
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**MBA –IV SEMESTER**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**15CMC55 ADVANCED BUSINESS ANALYTICS**

**COURSE OUTCOMES:**

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

1. *Apply various models related to business analytics to facilitate decision making.*
2. *Illustrate the practices for scalable and reliable Excel based reporting and analysis solutions.*
3. *Compare the strengths and weaknesses of alternative strategies for collecting, analyzing and interpreting data.*
4. *Relate the models of decision analysis to a business entity.*
5. *Develop suitable decisions under uncertain environment.*

**UNIT – I: BUSINESS ANALYTICS:** Conceptual Introduction to Business Analytics - Evolution and Scope of Business Analytics - Data for Business Analytics - Decision Models – Descriptive, Predictive and Prescriptive Models; Problem Solving and Decision making process; Introduction to Cartano Analytics.

**UNIT - II: ANALYTICS ON SPREAD SHEETS:** Working Knowledge and Application Basic Excel skills - Using Excel functions and developing Spread Sheep Models - Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model; Debugging a spread sheet model.

**UNIT – III: DECISION ANALYSIS:** Decision making with uncertain information; Decision strategies for a minimize objective; Risk and variability; Expected value strategy. Decision Tress - Building a decision tree using Excel Tree plan add in - Decision Tree and Monte Carlo simulation - Decision trees and risk - Sensitivity analysis in Decision trees.

**UNIT – IV: DESCRIPTIVE ANALYTICS:** Application Visualizing and Exploring Data - Descriptive measures to summarize the data - Application of Excel Descriptive statistics tool - Probability distributions and Data modeling - Sampling and Inferential statistical methods - Using Excel Data Analysis add in for estimation and hypothesis testing.

**Unit – V: PREDICTIVE ANALYTICS METHODS:** Predictive Modeling and Analysis; Logic and data driven modeling; Analyzing uncertainty and model assumptions – What if analysis,

Data tables, Scenario manager and Goal Seek; Model Analysis using Risk Solver platform – Parametric sensitivity analysis and Tornado charts; Simulation and Risk Analysis: Monte Carlo simulation with Risk Solver platform.

**TEXT BOOKS:**

1. Evans J. R., Business Analytics Methods, Models and Decisions, Pearson, Upper Saddle River, New Jersey, 2013.
2. James R. Evans, Business Analytics: Methods, Models and Decisions, Prentice Hall, 1st edition, 2013, ISBN – 978-0-13-295061-9.

**REFERENCES:**

1. James Lattin, Douglas Carroll and Paul Green, Analyzing Multivariate Data, ISBN 0-534-34974-9, Thomson Learning, 2003.
2. E. Turban, R. Sharda, J. Aronson, and D. King, Business Intelligence: A Managerial Approach, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7.
3. Purba Halady Rao, Business Analytics – An application focus, PHI Learning, ISBN 978-81-203-4819-6, 2013.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	-	-	-	-	-	-	-	-
CO2	-	-	2	2	2	-	-	-	-	-	-
CO3	-	-	-	-	3	-	-	-	-	-	-
CO4	3	-	-	3	3	-	-	-	-	-	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	3	-	2.5	2.6	2.7	-	-	-	-	-	-
Correlation Level of the Course	3	-	3	3	3	-	-	-	-	-	-

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**MBA –IV SEMESTER**

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**15CMC56 SOFTWARE PROJECT MANAGEMENT FOR ENTERPRISE**

**COURSE OUTCOMES:**

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

1. *Understand the activities during the project scheduling of any software application.*
2. *Link the risk management activities and the resource allocation for the projects.*
3. *Apply the software estimation and recent quality standards for evaluation of the software projects.*
4. *Create reliable, replicable cost estimation that links to the requirements of project planning and managing.*
5. *Develop proper software for organization.*

**UNIT – I: SOFTWARE PROJECT MANAGEMENT CONCEPTS:** Introduction to Software Project Management: An Overview of Project Planning: Select Project, Identifying Project scope and objectives, infrastructure, project products and Characteristics. Estimate efforts, Identify activity risks, and Allocate resources.

**UNIT – II: SOFTWARE EVALUATION AND COSTING:** Project Evaluation: Strategic Assessment, Technical Assessment, cost-benefit analysis, Cash flow forecasting, cost-benefit evaluation techniques, Risk Evaluation. Selection of Appropriate Project approach: Choosing technologies, choice of process models, structured methods.

**UNIT – III: SOFTWARE ESTIMATION TECHNIQUES:** Software Effort Estimation: Problems with over and under estimations, Basis of software Estimation, Software estimation techniques, expert Judgment, Estimating by analogy. Activity Planning: Project schedules, projects and activities, sequencing and scheduling Activities, networks planning models, formulating a network model.

**UNIT – IV: RISK MANAGEMENT:** Risk Management: Nature of Risk, Managing Risk, Risk Identification and Analysis, Reducing the Risk. Resource Allocation: Scheduling resources, Critical Paths, Cost scheduling, Monitoring and Control: Creating Framework, cost monitoring, prioritizing monitoring.

**UNIT – V: SOFTWARE QUALITY MANAGEMENT:** TQM, Six Sigma, Software Quality: defining software quality, ISO9126, External Standards, Comparison of project management software's: dot Project, Launch pad, openProj.

**TEXTBOOKS:**

1. Bob Hughes, Mikecatterell, "Software Project Management", Third Edition, Tata McGrawHill, 2004.
2. S. A. Kelkar," Software Project Management" PHI, New Delhi, Third Edition, 2013.

**REFERENCES:**

1. Ramesh, Gopalswamy, "Managing Global Projects", Tata McGraw Hill, 2001.
2. Royce, "Software Project Management", Pearson Education, 1999.
3. Jalote, "Software Project Management in Practice", Pearson Education, 2002.

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	-	-	3
CO2	-	-	-	3	3	-	-	-	-	-	3
CO3	-	-	-	3	3	-	-	-	-	-	3
CO4	-	-	-	3	3	-	-	-	-	-	3
CO5	-	-	-	3	3	-	-	-	-	-	3
Average	-	-	-	3	3	-	-	-	-	-	3
Correlation Level of the Course	-	-	-	3	3	-	-	-	-	-	3



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**MBA –IV SEMESTER**

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**15CMC57 ENTERPRISE RESOURCE PLANNING**

**COURSE OUTCOMES:**

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

1. *Identify the latest trends and challenges related to ERP system.*
2. *Apply techniques used for configuration and integration of the functional models such as materials, production, sales and finance.*
3. *Choose and implement better ERP package to sustain in competitive business world.*
4. *Outline the future trends involved in a typical ERP system.*
5. *Develop proper ERP system which is most suitable for customers*

**UNIT – I: INTRODUCTION TO ERP:** Defining ERP, Origin and Need for an ERP System, Benefits and risks of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation.

**UNIT – II: ERP SOLUTIONS AND FUNCTIONAL MODULES:** Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management; Overview of ERP modules: sales and Marketing, Accounting and Finance, Materials and Production management.

**UNIT - III: ERP IMPLEMENTATION:** Planning, Evaluation and selection of ERP systems; ERP Implementation life cycle - ERP implementation, Methodology and Frame work Training – Data Migration; People Organization in implementation-Consultants, Vendors and Employees.

**UNIT - IV: POST IMPLEMENTATION:** Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation.

**UNIT – V: EMERGING TRENDS ON ERP:** Extended ERP systems and ERP add-ons - CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies.

**TEXTBOOKS:**

1. Alexis Leon, *Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.*
2. Mahadeo Jaiswal, Ganesh Vanapalli, *Enterprise Resource Planning, Mac Milan.*

**REFERENCES:**

1. Sinha P. Magal and Jeffery Word, *Essentials of Business Process and Information System, Wiley India, 2012.*
2. Jagan Nathan Vaman, *ERP in Practice, Tata McGraw-Hill, 2008.*
3. Vinod Kumar Grag and N.K. Venkitakrishnan, *ERP- Concepts and Practice, Prentice Hall of India, 2006.*

**MAPPING OF COs with POs:**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	-	-	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
CO5	-	-	3	3	3	-	-	-	-	-	
Average	-	-	3	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	3	3	3	-	-	-	-	-	-

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**MBA –IV SEMESTER**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**15CMC58 DECISION SUPPORT SYSTEMS**

**COURSE OUTCOMES:**

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

1. *Discuss the relationship between business information needs and decision making.*
2. *Summarise the general nature and range of decision support systems.*
3. *Simplify the issues related to the development of DSS.*
4. *Plan for Analyse, design and implement a DSS.*
5. *Implement proper integration between EIS and DSS.*

**UNIT – I: INTRODUCTION TO DECISION SUPPORT SYSTEMS:** Overview of DSS - DSS: Deterministic Systems - Artificial Intelligence - Knowledge Based Expert Systems - MIS and Role of DSS.

**UNIT – II: ESSENTIALS OF DSS:** Data warehousing, access, analysis and visualization - Data collection problems and quality - Internet and commercial database service - Database Management System for DSS - Database organization structure for DSS - Data warehousing - OLAP - Data mining - Data Visualization - GIS and virtual reality - Business Intelligence.

**UNIT – III: DSS DEVELOPMENT:** Introduction to DSS development - Traditional system development life cycle - Alternate development methodologies - Tools for DSS development: DSS Technology levels and tools - DSS development platform - DSS development tools selection - Development of DSS: Putting system together - DSS future.

**UNIT – IV: IMPLEMENTATION, INTEGRATION AND IMPACTS OF DSS:** Implementation: an overview - Major issues of implementation - Implementation strategies - System Integration: What and Why? - Models of Expert System and DSS integration - Integration of EIS, DSS and ES.

**UNIT – V: ENTERPRISE DECISION SUPPORT SYSTEM:** Enterprise system- Concept and definition - Evolution of executive and enterprise information system -Characteristics and

capabilities of ESS - Comparing and integrating EIS and DSS - Supply and value chain and decision support - Computerized systems – MRP, ERP, SCM - Future of EIS.

### TEXTBOOKS:

1. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6 th edition, 2006.
2. Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi, 1996.

### REFERENCES:

1. Joe Valacich and Christoph Schneider, Information Systems Today: Managing in the Digital World, Prentice Hall publishers, 6th Edition, ISBN-10: 0132971216 ISBN-13: 9780132971218.
2. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition, 2010.
3. Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003.

### MAPPING OF COs with POs:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	3	3	-	-	-	3	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	3	-	-	3	3	3	-	-	-	3	-
Correlation Level of the Course	3	-	-	3	3	3	-	-	-	3	-

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**MBA –IV SEMESTER**

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**15CMB59 PROJECT**

The aim of project is to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Project is to acquire practical knowledge by working in any organization. Through working in any organization of their choice for a stipulated time, students should learn how to do routine work related to the functional area of their interest.

**Learning Outcomes:**

After completion of project students should be able to

1. Understand the strategies of the organization, structure of organization, reporting systems and general administration of the organization.
2. Understand the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization.
3. Understand how to do the routine work related to job they prefer to do after MBA.

**Approach to carry out a project:**

Students should take covering letter/s, addressed to the organization/professional. The project work shall be initiated in the penultimate semester and continue in the final semester. The viva – voce examination may be conducted for all the candidates as per the fourth semester examination schedule. They can use their own contacts or seek assistance from the faculty and head of their concerned department in the institution to pursue the process of getting the project done. Students are expected to put their serious efforts to get the project because there is huge competition for getting projects and organizations are also expressing their inability to provide projects to the large number of students pursuing MBA. Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model.