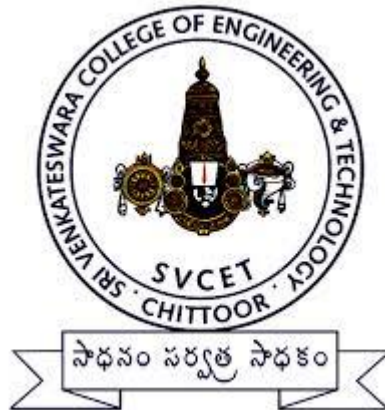


ACADEMIC REGULATIONS, COURSE STRUCTURE AND DETAILED SYLLABI

**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, ANANTAPUR)

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 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.
- 4.4. If the candidate does not satisfy the attendance requirement he is detained for want of attendance and shall reregister for that semester. He shall not be promoted to the next semester.

5.0 EVALUATION:

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

- 5.1. 1. For the theory subjects 60 marks will be for the External End Examination. The other 40 marks 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 (15CMB07), in I year I semester, evaluation will be conducted for 100 marks, out of which 60 marks shall be in the form of written examination at the End of the Semester and remaining 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 Dept shall submit a panel of three experts for a maximum of 5 students at a time. However, the Thesis / Dissertation will be adjudicated by one examiner nominated by the Chief Controller Of Examination.
- 7.8. If the report of the examiner is favorable viva-voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the examiner who adjudicated the thesis / dissertation. The board shall jointly award the marks for 120.
- 7.9. A candidate shall be deemed to have secured the minimum academic requirement in the project work if he secures a minimum of 50% marks in the viva-voce examination and a minimum aggregate of 50% of the total marks in the end viva-voce examination and the internal project report taken together. If he fails to get the minimum academic requirement he has to appear for the viva-voce examination again to get the minimum marks. If he fails to get the minimum marks at the second viva-voce examination he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure minimum marks again, the project shall be summarily rejected.

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

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

% 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:

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

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:

$$\text{CGPA} = \frac{\sum(CXGP)}{\sum C}$$

Where C denotes the credits assigned to subjects undertaken upto the end of the current semester and GP denotes the grade points earned by the student in the respective courses.

8.4 Grade Sheet: A grade sheet (Marks Memorandum) will be issued to each student indicating his performance in all subjects registered in that semester indicating the GPA and CGPA. GPA and CGPA will be rounded off to the second place of decimal.

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

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

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

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

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

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.

SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY

(AUTONOMOUS)

(AFFILIATED TO JNTUA, ANANTAPUR)

RULES FOR DISCIPLINARY ACTION FOR MALPRACTICE / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices / Improper conduct	Punishment
	If the candidate	
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 relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled.

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 any part thereof inside or outside 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 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.	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.	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.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.

10.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the 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 viz. Marketing, Finance, Human Resources and Operations.
2. To enhance quantitative skills necessary to analyze a firm's quantifiable numerical data and to make intelligent and effective decisions.
3. To understand the techniques and tools useful for financial analysis and control of national and global environments.
4. To explore and develop Leadership, Team work, Social, Legal and Ethical responsibilities in Business and Society.
5. To enhance knowledge and skills in Marketing and Strategic Management.
6. To achieve appropriate communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship.

PROGRAMME OUTCOMES:

After Completion of the Course the Student will be able to

- a) Analyze the Political, Economical, Social, Technological, Legal and Environmental context of business.
- b) Appreciate individual ethical behavior and discharge community responsibilities in organization and society.
- c) Create and deliver value to the customers by identifying their needs and wants.
- d) Apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.

- e) Adapt and find innovative methods for problem solving, to cope with unforeseen events, and to manage in unpredictable environments.
- f) Manage contemporary societal and global issues resulting from diversity
- g) Demonstrate Leadership and Team work capabilities.
- h) Improve the verbal and non verbal communication skills.
- i) Analyze financial statements, undertake portfolio management and make investment decisions.
- j) Demonstrate capabilities in new venture creation & entrepreneurship.
- k) Achieve higher levels of proficiency and self-actualization through pursuing lifelong learning.

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

COURSE STRUCTURE (2015-16)

MASTER OF BUSINESS ADMINISTRATION

SEMESTER PATTERN

MBA SEMESTER-I

S.NO	Course Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		Total
			L	T	P		Internals	Externals	
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	3	0	3	4	40	60	100
		Total	31	7	3	32	320	480	800

MBA SEMESTER-II

S.NO	Course Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		Total
			L	T	P		Internals	Externals	
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
		Total	28	7	2	30	330	420	750

MBA SEMESTER-III

S.N O	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
Total			28	3	2	30	330	420	750

List of Electives offered in the third semester (choose any Four).

Sl.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
MARKETING		
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
HUMAN RESOURCE		
12	15CMB31	Human Resource Development
13	15CMB32	Strategic Human Resource Management
14	15CMB33	Compensation and Reward Management
15	15CMB34	Performance Management
SYSTEMS		
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
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
		Total	28	2	14	34	320	480	800

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

Sl.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
		MARKETING
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
		HUMAN RESOURCE
10	15CMB51	Management of Change & Organization Development
11	15CMB52	Management of Industrial Relations
12	15CMB53	Global Human Resource Management
13	15CMB54	Knowledge Management
		SYSTEMS
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

OBJECTIVES:

- *To gain an understanding of principles and functions of management.*
- *To gain insights into history and development of management thought.*
- *To analyze the managerial issues and problems arising in an organization.*
- *To make use of multiple approaches in management for solving managerial issues and problems.*

OUTCOMES:

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

- *Assume the roles and responsibilities associated with managerial functions.*
- *Identify the key contributors and their contributions in the development of management thought.*
- *Solve the day-to-day issues and problems arising in an organization by using the conceptual knowledge learned from various theories of management.*
- *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.(2012). *Principles and practice of management (8th edition)*. New Delhi: Sultan Chand and Sons.
2. Wehrich Heinz and Harold Koontz (1994). *Management: A Global Perspective (11th edition)*. New-Delhi: Mc-Graw Hill.
3. Crainer Stuart (1998). *Key Management Ideas (3rd edition)*. FT pitman publishing.

REFERENCES:

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

15CMB02 ORGANIZATIONAL BEHAVIOUR

OBJECTIVES:

- *To provide a basic knowledge of main ideas and key theories relating to organizational behaviour*
- *To provide an understanding of the behaviour of individuals and groups inside the organization using theoretical framework.*
- *To develop critical analytical skills that will help in diagnosing problems in the organization, assess strengths and weaknesses, and generate effective solutions to the problems.*
- *To facilitate a critical evaluation of organizational practices and their impact on work behaviors, attitudes and performance*

OUTCOMES:

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

- *Explain the principal concepts and theories of Organizational Behavior*
- *Recognize the individual and group behaviour in the organization.*
- *Assess the organization system, including structure, culture, human resources and change.*
- *Relate to human behaviour 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 (11th edition)*. PHI Learning / Pearson Education.
2. Fred Luthans (2001). *Organizational Behavior (11th edition)*. McGraw Hill.

REFERENCES:

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

15CMB03 BUSINESS ECONOMICS

OBJECTIVES:

- *To understand the basic economic principles and the associated concepts in economics.*
- *To enable the students to acquire knowledge related to the economic environment of an organization*
- *To equip the students with methodology of decision making using the concepts of micro economics.*
- *To provide fundamental knowledge of the macro economy based on which policy decisions can be analyzed and business decisions are made*

OUTCOMES:

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

- *Apply basic economic principles for managerial decision making.*
- *Measure utility, forecast demand, forecast supply and estimate cost.*
- *Analyze market structures and identify the pricing practices.*
- *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.
3. Gupta G. S. *Managerial Economics*. Tata Mc Graw Hill.

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

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15CMB04 ACCOUNTING FOR MANAGERS

OBJECTIVES:

- *To familiarize the students with the concepts and conventions of Accounting.*
- *To lay the foundation for developing their skills in preparing and interpreting financial statements*
- *To assess financial strength of the organization by using the tools and techniques of financial analysis.*
- *To acquaint them with the cost concepts and methods of budgetary control.*

OUTCOMES:

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

- *Use the concepts of accounting in preparation of financial statements.*
- *Evaluate the accuracy of the statements of accounts.*
- *Use the tools and techniques for understanding financial position of an organization.*
- *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 : THE 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.
4. Shail K Gupta& RKSahrma. *Management Accounting*. New Delhi: Kalyani Publishers.

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15CMB05 INDIAN AND INTERNATIONAL BUSINESS ENVIRONMENT

OBJECTIVES:

- *To identify the key factors impacting the enterprise in today's global marketplace.*
- *To gain conceptual clarity of the theoretical aspects related to the implications of the major components of environment.*
- *To acquire the knowledge of key issues and trends shaping the future business environment of an organization.*
- *To understand the important linkages between domestic economy and its external sector.*

OUTCOMES:

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

- *Identify key factors and issues affecting the business.*
- *Analyze the various components of environment and their impact on business.*
- *Predict the key forces shaping the future business environment.*
- *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.

REFERENCE BOOKS:

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*. McGraw Hill.

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15CMB06 BUSINESS STATISTICS

OBJECTIVES:

- *To familiarize the students with the basic concepts of Statistics and its application in business decision making.*
- *To introduce the students to some of the widely used statistical techniques.*
- *To develop students' diagnostic and analytical skills through exposure to various business problems and its solutions*
- *To build a probabilistic base for all the functional areas of management*

OUTCOMES:

After completion of the course the student will be able to

- *Identify the statistical tools required to solve a business problem.*
- *Use statistical tools and interpret the results required for decision making.*
- *Choose the statistical tools to identify, build and validate appropriate statistical regression models.*
- *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 (12th edition)*. New Delhi: Cengage Learning.
2. S.P.Gupta & M.P.Gupta(2014). *Business Statistics (18th Revised Edition)*. New Delhi: Sultan Chand & Sons.
3. Richard I. Levin and David S. Rubin. *Statistics for Management (7th edition)*. Pearson Education.

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.

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15CMB07 MANAGERIAL COMMUNICATION

OBJECTIVES:

- *To introduce the students to some of the practices in managerial communication that are currently in use*
- *To enable the students to become aware of their communication skills and sensitize them to the current needs of the industry.*
- *To help them acquire necessary communication skills to carryout day-to-day managerial operations.*
- *To equip the students with the adequate knowledge to negotiate and persuade various parties involved in everyday business.*

OUTCOMES:

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

- *Relate to the various concepts and processes of managerial communication.*
- *Identify the gap between his current level of communication skills and the expected industry standards*
- *Develop essential communication skills required for managing a business*
- *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 (9th 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.

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MBA-I SEMESTER

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15CMB08 INTRODUCTION TO BUSINESS ANALYTICS

OBJECTIVES:

- *To develop an understanding of basic concepts of business analytics and its importance in managerial decision making.*
- *To enable the students to make use of Ms-excel work sheets for business problem solving.*
- *To outline the processes needed to develop, report, and analyze business data.*
- *To introduce the students to R- programming and its applications.*

OUTCOMES:

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

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

UNIT - I : MS-EXCEL: Basics of MS Excel- Overview of Toolbars- Gridlines- VLookup- 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*.
3. John walkenbach. *Excel 2013 Power programming with VBA*.
4. John chambers. *Software for Data Analysis: programming with R(statistics and computing)*.

REFERENCES:

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

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MBA- II SEMESTER

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15CMB09 HUMAN RESOURCE MANAGEMENT

OBJECTIVES:

- *To equip the students with knowledge, skills and competencies required to manage people.*
- *To acquaint the students with various functions and processes related to human resource management.*
- *To provide conceptual framework required for human resource planning and development. .*
- *To acquaint students with various issues related to wage and salary administration, and Industrial Disputes and Settlement mechanism.*

OUTCOMES:

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

- *Demonstrate the understanding of theoretical concepts and framework required for effective Human Resource Management.*
- *Develop an overview on various functions and processes of human resource management.*
- *Identify the human resource needs of an organization and plan accordingly.*
- *Outline the existing regulatory mechanisms for wage and salary administration, and provisions for settlement of industrial disputes.*

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-Managerial 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.
3. Mamoria ,Gankar. *Personnel 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.

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MBA- II SEMESTER

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15CMB10 FINANCIAL MANAGEMENT

OBJECTIVES:

- *To identify the basic nature and sources of finance.*
- *To analyze the concept of time value of money and its impact on cost and budget preparation*
- *To gain awareness on capital structure and its factors, relevant for dividend decisions.*
- *To analyze the day to day business funds requirements.*

OUTCOMES:

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

- *Analyze the financial position of a business for implementing better decisions.*
- *Measure cost of capital and consider better project implementation through budgeting methods.*
- *Apply theories of capital structure and understand its impact on dividend decisions.*
- *Estimate the fund requirements of an organization.*

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.

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15CMB11 MARKETING MANAGEMENT

OBJECTIVES:

- *To introduce the concepts of marketing in theory and practice.*
- *To develop an appreciation for the tools, concepts and models required to evaluate the market, and develop a feasible market plan.*
- *To develop an understanding of segmentation, targeting and positioning processes.*
- *To introduce the students to various marketing mix strategies.*

OUTCOMES:

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

- *Understand and appreciate the concept of marketing in theory and practice.*
- *Evaluate environment of marketing and develop a feasible marketing plan.*
- *Formulate segmentation, targeting and positioning strategies*
- *Apply the strategies of marketing mix in real time business scenario.*

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 (12th edition)*. Prentice Hall of India.
2. Philip Kotler, Koshi & Zha (2014). *Marketing Management- A South Asian Perspective (14th edition)*. Pearson Education India.
3. V S Ramaswamy & S Namakumari (2009). *Marketing Management-Global Perspective Indian context (4th edition)*. Macmillian India.

REFERENCE BOOKS:

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.
4. Michael, J. E., Bruce, J. W. and Williom, J. S.(2004). *Marketing Management (13th edition)*. New Delhi: Tata McGrawHill.
5. Douglas, J. Darymple & Leonard J. Parsons (2002). *Marketing Management: Text and Cases (7th Edition)*. John Wiley and Sons.

15CMB12 PRODUCTION AND OPERATIONS MANAGEMENT

OBJECTIVES:

- *To impart the knowledge of factors associated with designing of products and the associated production processes.*
- *To familiarize the students with the factors influencing plant location and layout.*
- *To acquaint the students with the functions of materials and stores management.*
- *To explain the importance of quality and its control.*

OUTCOMES:

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

- *Use the concepts of production and operations management in day-to-day activities*
- *Justify the selection of the plant location and layout*
- *Schedule and sequence the production of products and services.*
- *Utilize the concepts of material management and quality management.*

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 (2nd Revised Edition)*. Mumbai: Himalaya Publishing House PVT Ltd.
2. Kanishka Bedi (2013). *Production and Operations Management (3rd Edition)*. New Delhi: Oxford University Press.

REFERENCES:

1. Martand T. Telsang (2009). *Production Management (2nd Revised Edition)*.
2. Russell & Taylor(2009). *Operations Management- Along with Supply Chain (6th Edition)*. New Delhi: Wiley India Pvt. Ltd.
3. Upendra Kachru. *Production and Operations Management-Text and Cases*. New Delhi: Excel Books.
4. R. Panneeselvam. *Production and Operations Management*. PHI Learning Private Limited.

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15CMB13 MANAGEMENT INFORMATION SYSTEMS

OBJECTIVES:

- *To create an awareness in students, of different types of information systems in an organization for effective decision making.*
- *To understand various MIS operating in functional areas of the organization and explain its relationship to the various activities of the organization.*
- *To familiarize the students with the major concepts of data base management systems, system security and control*
- *To acquaint the students with the emerging areas of information technology and its applications in the business context.*

OUTCOMES:

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

- *Explain the various types of information system and its applications in managerial decision making*
- *Examine the role of information systems in bringing functional efficiency in an organization.*
- *Outline the key concepts in the field of DBMS, System security and control.*
- *Identify the emerging areas of information technology and its importance to business.*

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-governanc- 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.
3. Gordon Davis (2008). *Management Information System: Conceptual Foundations, Structure and Development*. Tata McGraw Hill.

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 (9th edition)*. McGraw Hill.
3. Turban, McLean and Wetherbe (2008). *Information Technology for Management –Transforming Organizations in the Digital Economy (6th edition)*. John Wiley.
4. Raymond McLeod and Jr. George P. Schell (2007). *Management Information Systems*. Pearson Education.

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15CMB14 OPERATIONS RESEARCH

OBJECTIVES:

- *To introduce the concepts of operations research and explain its significance in decision making.*
- *To acquaint the students with various tools of operations research used in solving the business problems.*
- *To enable the student to do an analytical evaluation and arrive at logical conclusions & inferences for their decisions.*
- *To introduce the students, the concepts of goal programming and network analysis.*

OUTCOMES:

After completion of the course the student will be able to

- *Explain the various concepts of Operations Research.*
- *Use the various tools of Operations Research for effective decision making.*
- *Apply various techniques of optimization in business decision making.*
- *Exhibit the understanding of the concepts of goal programming and network analysis.*

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 (5th Edition)*. MacMillan India.
2. S.D.Sharma, *Operations Research – Theory, Methods and Applications (15th edition)*. Kedarnath Ramnath Publishers.
3. R.Panneer Selvam. *Operations Research (2nd edition)*. PHI.

REFERENCES:

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

15CMB15 BUSINESS RESEARCH METHODOLOGY

OBJECTIVES:

- *To equip the students with basic understanding of concepts and tools required to carry out business research*
- *To outline research process and designs relevant to various businesses.*
- *To analyze research issues with the help of various statistical tools.*
- *To interpret the results and prepare research report.*

OUTCOMES:

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

- *State the research problem and research objective.*
- *Formulate and test hypothesis.*
- *Analyze the data by using various statistical tools.*
- *Draw conclusions from the analysis and prepare 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 – Chi² 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 (9th edition)*. New Delhi: Tata McGraw-Hill Publishing Company Limited.
2. William G. Zikmund (2008), *Business Research Methods (7th edition)*. Cengage Learning India Pvt Ltd.
3. Uma Sekaran (2009). *Research Methods for Business (4th Edition)*. Wiley India Publications.

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 (3rd Edition)*. New Delhi: New age international Publishers Limited.

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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 the contemporary issues in the field of management and also evaluate his/her analytical skills, communication skills and presentation skills.