

# **ACADEMIC REGULATIONS COURSE STRUCTURE AND DETAILED SYLLABUS**

**CHOICE BASED CREDIT SYSTEM**

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

**MBA - Regular Two Year Degree Program  
(For batches admitted from the academic year 2015 - 2016)**



**MLR Institute of Technology**

**(Autonomous)**

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## FOREWORD

The autonomy is conferred on MLR Institute of Technology by UGC based on its performance as well as future commitment and competency to impart quality education. It is a mark of its ability to function independently in accordance with the set norms of the monitoring bodies like UGC and AICTE. It reflects the confidence of the UGC in the autonomous institution to uphold and maintain standards it expects to deliver on its own behalf and thus awards degrees on behalf of the college. Thus, an autonomous institution is given the freedom to have its own **curriculum, examination system and monitoring mechanism**, independent of the affiliating University but under its observance.

MLR Institute of Technology is proud to win the credence of all the above bodies monitoring the quality in education and has gladly accepted the responsibility of sustaining, if not improving upon the standards and ethics for which it has been striving for more than a decade in reaching its present standing in the arena of contemporary technical education. As a follow up, statutory bodies like Academic Council and Boards of Studies are constituted with the guidance of the Governing Body of the College and recommendations of the JNTU Hyderabad to frame the regulations, course structure and syllabi under autonomous status.

The autonomous regulations, course structure and syllabi have been prepared after prolonged and detailed interaction with several expertise solicited from academics, industry and research, in accordance with the vision and mission of the college to order to produce quality engineering graduates to the society.

All the faculty, parents and students are requested to go through all the rules and regulations carefully. Any clarifications, if needed, are to be sought, at appropriate time and with principal of the college, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The Cooperation of all the stake holders is sought for the successful implementation of the autonomous system in the larger interests of the college and brighter prospects of engineering graduates.

**PRINCIPAL**

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**MBA - Regular Two Year Degree Program  
(For batches admitted from the academic year 2015 - 16)**

For pursuing two year post graduate Masters Degree Programme of study in Management (MBA) offered by MLR Institute of Technology under Autonomous status and herein referred to as MLRIT (Autonomous):

All the rules specified herein approved by the Academic Council will be in force and applicable to students admitted from the Academic Year 2015-16 onwards. Any reference to "Institute" or "College" in these rules and regulations shall stand for MLR Institute of Technology (Autonomous).

All the rules and regulations, specified hereafter shall be read as a whole for the purpose of interpretation as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, the Principal, MLR Institute of Technology shall be the Chairman, Academic Council.

**1. ADMISSION**

**Admission into first year of two year MBA degree Program of study in Engineering:**

**Eligibility:**

Admission to the above programme shall be made subject to eligibility, qualification and specialization as prescribed by the University from time to time.

Admissions shall be made on the basis of merit/rank obtained by the candidates at the qualifying Entrance Test conducted by the University or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. From time to time

**2. AWARD OF MBA DEGREE**

A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study in not less than two and not more than four academic years. However, he is permitted to write the examinations for two more years after two academic years of course work, failing which he shall forfeit his seat in MBA programme.

The student shall register for all 88 credits and secure all the 88 credits.

The minimum instruction days in each semester are 90.

**3. COURSESOFTUDY**

**MASTER OF BUSINESS ADMINISTRATION**

**4. Course Registration**

4.1 A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its Course Structure and Curriculum, Choice / Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.

4.2 Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work through 'ON-LINE SUBMISSIONS', ensuring 'DATE and TIME Stamping'. The ON-LINE Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.

4.3 A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic

Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

- 4.4 If the Student submits ambiguous choices or multiple options or erroneous entries - during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.
- 4.5 Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices will also not be considered. However, if the Subject/ Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the Student shall be allowed to have alternate choice - either for a new Subject (subject to offering of such a Subject), or for another existing Subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class-work for that Semester.

## **5. ATTENDANCE**

The programmes are offered on a unit basis with each subject being considered a unit.

- 5.1 Attendance in all classes (Lectures/Laboratories etc.) is compulsory. The minimum required attendance in each theory / Laboratory etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the End Semester examination. A student shall not be permitted to appear for the Semester End Examinations (SEE) if his attendance is less than 75%.
- 5.2 Condonation of shortage of attendance in each subject up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee.
- 5.3 Shortage of Attendance below 65% in each subject shall not be condoned.
- 5.4 Students whose shortage of attendance is not condoned in any subject are not eligible to write their end semester examination of that subject and their registration shall stand cancelled.
- 5.5 A prescribed fee shall be payable towards Condonation of shortage of attendance.
- 5.6 A Candidate shall put in a minimum required attendance at least three (3) theory subjects in I Year I semester for promoting to I Year II Semester. In order to qualify for the award of the MBA Degree, the candidate shall complete all the academic requirements of the subjects, as per the course structure.
- 5.7 A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present Semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission in to the same class.

## **6. EVALUATION**

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

- For the theory subjects 70 marks shall be awarded for the performance in the Semester End Examination and 30 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid Term-Examinations conducted, one in the middle of the Semester and the other, immediately after the completion of Semester instructions. Each mid-term examination shall be conducted for a total duration of 120 minutes.

**Sessional Examinations**

- Subjective Paper shall contain three questions. Question 1 & 2 with internal choice from unit-I, question 3 & 4 with internal choice from unit-II and question 5 having a, b questions with internal choice from first half part of unit-III for I-MID examinations. For II-MID 1 & 2 questions from unit-4, questions 3 & 4 from unit-5 and question no 5 from remaining half part of unit-3. The first mid-term examination shall be conducted for the first 50% of the syllabus, and the second mid-term examination shall be conducted for the remaining 50% of the syllabus.
- The Semester End Examination will be conducted for 70 marks examination shall be conducted for a total duration of 180 minutes. Question paper consists of Part –A and Part-B with the following.
- Part-A is a compulsory question consisting of 5 questions, one from each unit and carries 4 marks each.
- Part-B to be answered 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.

6.1 For practical subjects, 70 marks shall be awarded for performance in the Semester End Examinations and 30 marks shall be awarded for day-to-day performance as Internal Marks.

6.2 For conducting laboratory end examinations of all PG Programmes, one internal examiner and one external examiner are to be appointed by the Principal of the College and the same to be informed to the Chief Controller of Examination in two weeks before for commencement of the lab end examinations.

6.3 There shall be three seminar presentations during MBA program. For seminar, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, Supervisor and two other senior faculty members of the department. For each Seminar there will be only internal evaluation of 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.

6.4 There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Director of Evaluation. For this, the Principal of the College shall submit a panel of 3 examiners. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.

6.5 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 Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Continuous Internal Evaluation taken together.

6.6 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 6.5) he has to re appear for the Semester End Examination in that subject.

6.7 A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within four weeks of commencement of the class work. In such a case, the

candidate must re-register for the subjects and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the Semester End Examination in those subjects. In the event of the student taking another chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stands cancelled.

- 6.8 In case the candidate secures less than the required attendance in any subject, he shall not be permitted to write the Semester End Examination in that subject. He shall re-register for the subject when next offered.

## **7. Examinations and Assessment - The Grading System**

- 7.1 Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab / Practicals, or Seminar, or Project, etc., based on the % marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 6 above, and a corresponding Letter Grade shall be given.
- 7.2 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

<b>% of Marks Secured (Class Intervals)</b>	<b>Letter Grade (UGC Guidelines)</b>	<b>Grade Points</b>
80% and above ( $\geq 80\%$ , $\leq 100\%$ )	O (Outstanding)	10
Below 80% but not less than 70% ( $\geq 70\%$ , $< 80\%$ )	A <sup>+</sup> (Excellent)	9
Below 70% but not less than 60% ( $\geq 60\%$ , $< 70\%$ )	A (Very Good)	8
Below 60% but not less than 55% ( $\geq 55\%$ , $< 60\%$ )	B <sup>+</sup> (Good)	7
Below 55% but not less than 50% ( $\geq 50\%$ , $< 55\%$ )	B (Above Average)	6
Below 50% ( $< 50\%$ )	F (FAIL)	0
ABSENT	AB	0

- 7.3 A student obtaining F Grade in any Subject shall be considered 'failed' and is be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered. In such cases, his Internal Marks (CIE Marks) in those Subjects will remain the same as those he obtained earlier.
- 7.4 A student not appeared for examination then 'AB' Grade will be allocated in any Subject shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered.
- 7.5 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.
- 7.6 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of 'Grade Improvement' or 'SGPA / CGPA Improvement'.
- 7.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject / Course.

**Credit Points (CP) = Grade Point (GP) x Credits .... For a Course**

- 7.8 The Student passes the Subject/ Course only when he gets GP  $\geq 6$  (B Grade or above).



- 7.9 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/Course (excluding Mandatory non-credit Courses). Then the corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/Course.

**Credit Points (CP) = Grade Point (GP) x Credits .... For a Course**

- 7.10 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ( $\Sigma CP$ ) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

$$\text{SGPA} = \{ \sum_{i=1}^N C_i G_i \} / \{ \sum_{i=1}^N C_i \} \dots \text{For each Semester,}$$

where 'i' is the Subject indicator index (takes into account all Subjects in a Semester), 'N' is the no. of Subjects 'REGISTERED' for the Semester (as specifically required and listed under the Course Structure of the parent Department),  $C_i$  is the no. of Credits allotted to that ix Subject, and  $G_i$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that ith Subject.

- 7.11 The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over all Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered Courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is rounded off to TWO Decimal Places. CGPA is thus computed from the I Year Second Semester onwards, at the end of each Semester, as per the formula

$$\text{CGPA} = \{ \sum_{j=1}^M C_j G_j \} / \{ \sum_{j=1}^M C_j \} \dots \text{for all S Semesters registered}$$

**(i.e., up to and inclusive of S Semesters,  $S \geq 2$ )**

where 'M' is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has 'REGISTERED' from the 1<sup>st</sup> Semester onwards upto and inclusive of the Semester S (obviously  $M > N$ ), 'j' is the Subject indicator index (takes into account all Subjects from 1 to S Semesters),  $C_j$  is the no. of Credits allotted to the jth Subject, and  $G_j$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that jth Subject. After registration and completion of I Year I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

- 7.12 For Calculations listed in Item 7.6 – 7.10, performance in failed Subjects/ Courses (securing F Grade) will also be taken into account, and the Credits of such Subjects/ Courses will also be included in the multiplications and summations.

## **8. EVALUATION OF PROJECT/DISSERTATION WORK**

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

- 8.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 8.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical.
- 8.3 After satisfying 8.2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the

Project work.

- 8.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 8.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- 8.6 The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project dissertation only after successful completion of all theory and practical courses with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC
- 8.7 After approval from the PRC, the soft copy of the thesis should be submitted to the University for ANTI-PLAGIARISM for the quality check and the plagiarism report should be included in the final thesis. If the copied information is less than 24%, then only thesis will be accepted for submission.
- 8.8 Three copies of the Project Thesis certified by the supervisor shall be submitted to the College/Institution.
- 8.9 For Project Evaluation (Viva Voce) there is an internal marks of 30, the evaluation should be done by the PRC for 20 marks and Supervisor will evaluate for 10 marks. The Supervisor and PRC will examine the Problem Definition, Objectives, Scope of Work, Literature Survey in the same domain.
- 8.10 For Project Evaluation (Viva Voce) there is an external marks of 70 and the same evaluated by the External examiner appointed by the University. The candidate has to secure minimum of 50 marks out of 100 marks in the Project Evaluation (Viva-Voce) examination.
- 8.11 If he fails to fulfill as specified in 8.10, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfill, he will not be eligible for the award of the degree.
- 8.12 The dissertation shall be adjudicated by one examiner selected by the University. For this, the Principal of the College shall submit a panel of 3 examiners, eminent in that field, with the help of the guide concerned and Head of the Department.
- 8.13 If the report of the examiner is not favourable, the candidate shall revise and resubmit the Dissertation. If the report of the examiner is unfavourable again, the dissertation shall be summarily rejected.
- 8.14 If the report of the examiner is favourable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the dissertation.
- 8.15 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

## **9. AWARD OF DEGREE AND CLASS**

9.1 A Student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of **88 Credits** (with CGPA  $\geq 6.0$ ), shall be declared to have 'QUALIFIED' for the award of the M.BA Degree in the chosen Branch of Engineering and Technology with specialization as he admitted.

### **9.2 Award of Class**

After a student has satisfied the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

<b>Class Awarded</b>	<b>CGPA</b>
First Class with Distinction	$\geq 7.75$
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

9.3 A student with final CGPA (at the end of the PGP)  $< 6.00$  will not be eligible for the Award of Degree.

## **10. WITHOLDING OF RESULTS**

If the student has not paid the dues, if any, to the college or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester. His degree will be with held in such cases.

## **11. TRANSITORY REGULATIONS**

11.1 If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of two earlier or equivalent subjects at a time as and when offered.

11.2 The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per MLR15 Academic Regulations.

## **12. GENERAL**

12.1 **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.

12.2 **Credit Point:** It is the product of grade point and number of credits for a course.

12.3 Wherever the words "he", "him", "his", occur in the regulations, they include "she", "her".

12.4 The academic regulation should be read as a whole for the purpose of any interpretation.

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

12.6 The University may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the University.

**MALPRACTICES RULES  
DISCIPLINARY ACTIONFOR / IMPROPER CONDUCT IN EXAMINATIONS**

S. No	Nature of Malpractices/Improper conduct	Punishment
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 and sent to the Principal.
3	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's 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 examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.

4	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	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.
6	Refuses to obey the orders of the Addl. Controller of examinations / 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 addl. Controller of examinations 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 addl. Controller of examinations, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

8	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
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	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
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 principal for further action to award suitable punishment.	

## **COURSE STRUCTURE**

**MBA-COURSE STRUCTURE - MLR-15**

I MBA.- I SEMESTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		L	P		Maximum Marks		
					Internal	External	Total
C10001	Management and Organizational Behavior	3	-	3	30	70	100
C10002	Statistics for Management	3	-	3	30	70	100
C10003	Managerial Economics	3	-	3	30	70	100
C10004	Financial Accounting and Analysis	3	-	3	30	70	100
C10005	Business Environment	3	-	3	30	70	100
OPEN ELECTIVE 1	<ul style="list-style-type: none"><li>• Business Law &amp;Regulations</li><li>• Intellectual Property Rights</li><li>• Disaster Management</li></ul>	3	-	3	30	70	100
C10007	Business Communication	-	3	2	-	50	50
C10008	IT for Managers	-	3	2	-	50	50
	TOTAL	18	6	22	180	520	700

I MBA.- II SEMESTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		Maximum Marks					
		L	P		Internal	External	Total
C10009	Financial Management	3	-	3	30	70	100
C10010	Marketing Management	3	-	3	30	70	100
C10011	Human Resource Management	3	-	3	30	70	100
C10012	Quantitative Analysis For Business Decisions	3	-	3	30	70	100
C10013	MIS & ERP	3	-	3	30	70	100
OPEN ELECTIVE 2	<ul style="list-style-type: none"><li>• Psychology – An Introduction</li><li>• C Programming</li><li>• Environmental Sciences</li></ul>	3	-	3	30	70	100
C10015	Business Best Practices and Success stories	-	3	2	50	-	50
C10016	Summer Internship Seminar	-	3	2	50	-	50
	TOTAL	18	6	22	280	420	700



<b>II MBA.- I SEMESTER</b>							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L	P		Maximum Marks		
					Internal	External	Total
C10017	Production & operations Management	3	-	3	30	70	100
C10018	Strategic Management	3	-	3	30	70	100
C10019	Research Methodology	3	-	3	30	70	100
	ELECTIVE-I	3	-	3	30	70	100
	ELECTIVE-II	3	-	3	30	70	70
	ELECTIVE-III	3	-	3	30	70	70
C10020	Personal Effectiveness Seminar	-	4	2	50	-	50
C10021	Industry Report Analysis	-	2	2	50	-	50
	<b>TOTAL</b>	<b>18</b>	<b>6</b>	<b>22</b>	<b>280</b>	<b>420</b>	<b>700</b>

<b>II MBA.- II SEMESTER</b>							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L	P		Maximum Marks		
					Internal	External	Total
C10022	Entrepreneurship	3	-	3	30	70	100
C 10023	Management of Technology	3	-	3	30	70	100
	ELECTIVE-IV	3	-	3	30	70	100
	ELECTIVE-V	3	-	3	30	70	100
	ELECTIVE-VI	3	-	3	30	70	100
C 10024	Pre-submission of Project Seminar	-	4	2	50	-	50
C 10025	Comprehensive Subject VIVA	-	4	2	-	50	50
C 10026	<b>Project work</b>	-	-	3	30	70	100
	<b>TOTAL</b>	<b>15</b>	<b>8</b>	<b>22</b>	<b>230</b>	<b>470</b>	<b>700</b>

**CHOOSE ANY ONE OF THE MARKETING OR FINANCE OR HR OR SYSTEMS ELECTIVES**

<b>MARKETING ELECTIVES</b>		<b>FINANCE ELECTIVES</b>	
C1027	Consumer Behaviour and CRM	C10028	Security Analysis and Portfolio Management
C1031	Services Marketing	C10032	Financial Institutions, Markets & Services
C1035	Retail Management	C10036	Strategic Management Accounting
C1039	International Business	C10040	Strategic Investment and Financing Decisions
C1043	Sales and Marketing Communication	C10044	International Financial Management
C1047	Rural and Agricultural Marketing	C10048	Financial Derivatives
<b>HR ELECTIVES</b>		<b>SYSTEMS ELECTIVES</b>	
C1029	Talent Acquisition	C10030	Cyber Security And Cyber laws
C1033	Training and Development	C10034	Database Management systems
C1037	Performance Management	C10038	Information System Control & Audit
C1041	Compensation & Reward Management	C10042	System Analysis and Design
C1045	Industrial Relations	c10046	Data Warehousing and Data mining
C1049	International HRM	C10050	E-Commerce

# **I MBA I SEMESTER SYLLABUS**

**MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**

**I MBA: I Semester**  
**Course Code: C1001**

**L P C**  
**3 - 3**

**UNIT-I**

**INTRODUCTION TO MANAGEMENT:** Definition, types of managers, Henry Mintzberg managerial roles, functions of management, administration vs. management. A Brief History of Management: Classical Theory-Scientific Management, Administrative Theory , Behavioral Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

**UNIT – II**

**PROBLEM SOLVING, DECISION MAKING AND PLANNING:** Problem Solving and Decision making, Classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and select the most feasible plan, implement decision and control, Plans, types of plans, steps involved in planning process.

**UNIT – III**

**ORGANIZING AND CONTROLLING:** Principles of organizing, organizational design, relation between authority, power and influence; organizational functional and control systems, types of controls

**UNIT – IV**

**ORGANIZATIONAL BEHAVIOR – INDIVIDUAL AND GROUP BEHAVIOR:** Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

**UNIT – V**

**LEADERSHIP, MOTIVATION AND ORGANIZATIONAL STRUCTURE:** Leadership theories, Power and Politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory and other relevant theories of motivation

**REFERENCE BOOKS:**

1. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
2. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012
3. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing
4. Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
5. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
6. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing

**STATISTICS FOR MANAGEMENT**

**I MBA: I Semester**  
**Course Code: C1002**

**L P C**  
**3 - 3**

**UNIT – I:**

Introduction to Statistics-Overview, origin and development and Managerial Applications of Statistics, Statistics and the branches of the study, statistics & computers, limitations of statistics

**UNIT – II:**

Measures of central Tendency -Mean ,Median, Mode ,Geometric Mean and harmonic Mean, Dispersion - Range Quartile deviation, Mean Deviation , Standard deviation and co-efficient of variation Skewness:Karl Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

**UNIT – III:**

Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic, and graphical representation of data, One dimensional, Two dimensional and three dimensional diagrams and graphs

**UNIT – IV:**

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t test. Analysis of Variance - One Way and Two Way ANOVA (with and without Interaction) Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's co-efficient of correlation, pearman's Rank correlation, concept of Multiple and partial Correlation

**UNIT – V:**

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction ,Characteristics and uses of index numbers, types of index numbers , un weighted price indexes weighted price indices, Tests of adequacy and consumer price indices.

**REFERENCE BOOKS:**

1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.
2. J.K.Sharma "Business Statistics-Problems and Solutions"Pearson,2010.
3. Beri, " Business Statistics ", 2015, 1st Ed, TMH.
4. Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.
5. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
6. Levine , Stephan , krehbiel , Berenson -Statistics for Managers using Microsoft Excel,PHI
7. J. K Sharma, "Business Statistics", 2015, 2nd Ed. Pearson.

**MANAGERIAL ECONOMICS**

**I MBA: I Semester**  
**Course Code: C1003**

**L P C**  
**3 - 3**

**UNIT -I**

**INTRODUCTION TO ECONOMICS:** Economic and non -economic activities, definition, nature and scope of managerial economics, functions of managers - decision making and forward planning, objective of firms-traditional (profit maximization), modern (sales and revenue maximization) and behavioral (utility maximization) theories, value maximization vs profit maximization. Economic optimization –constrained and unconstrained optimization problems

**UNIT -II**

**THEORIES OF DEMAND AND SUPPLY:** Demand Analysis -meaning and determinants of demand, law of demand and exceptions to the law. Elasticity of demand –price, income, cross and promotional elasticity of demand, Methods of measurement of elasticity

**FORECASTING OF DEMAND:** Meaning, purpose, significance and methods of demand forecasting Features of a good forecasting method Supply analysis -meaning and determinants of supply, law of supply and elasticity concepts. Equilibrium price, market price, normal price and other concepts, changes in price.

**UNIT -III**

**PRODUCTION AND COST ANALYSIS:** Theory of production -meaning and factors of production, production function with one variable input (law of variable proportion), with two variable inputs (law of returns to scale).

**MARKET ANALYSIS:** Classification of markets (location, time and competition based markets), equilibrium price and output determination in perfect market, monopoly, oligopoly and monopolistic markets.

**UNIT -IV**

**THEORIES OF PROFITS** (Dynamic, risk and uncertainty bearing and innovations).Theory of cost-different cost concepts and different relations between cost and output in short run and long run. Managerial uses of revenue and cost concepts(break-even point).

**UNIT -V**

**MACRO CONCEPTS FOR BUSINESS DECISIONS:** National income -concept and various methods of measurements, inflation-types and causes of inflation, measurement of inflation, Philips curve and steps to control inflation.

**BUSINESS CYCLES:** Phases of Business cycle and Strategies to follow in each

**REFERENCE BOOKS:**

1. Petersen Craig. H (2009), *Managerial Economics*, 4<sup>th</sup> edition, Pearson Education.
2. Dean, Joel (2009), *Managerial Economics*, Prentice Hall of India.
3. Trivedi M.L, Jhinghan. M. L (2009), *Managerial Economics, Theory and Applications*, Tata McGraw Hill, New Delhi.
4. G.Sunitha(2010),*ManagerialEconomics*,studenthelplinePublishingHousePrivateLimited,Hyderabad.
5. 'Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
6. W.Bruce Allen, Managerial Economics Theory, Applications, and Cases 8th Edition.

**FINANCIAL ACCOUNTING AND ANALYSIS**

**I MBA: I Semester**  
**Course Code: C1004**

**L P C**  
**3 - 3**

**UNIT-I:**

**INTRODUCTION TO ACCOUNTING:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle.

**UNIT-II:**

**THE ACCOUNTING PROCESS:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets – Tangible vs. Intangible assets, methods of depreciation, Depreciation concept – Depreciation of Fixed Assets – Methods of depreciation – their impact on measurement of business accounting.

**UNIT-III:**

**VALUATION OF FIXED ASSETS:** Tangible vs. intangible assets, depreciation of fixed assets and methods of depreciation.

**INVENTORY VALUATION:** Inventory valuation – Need, Significance & Scope, Methods of Inventory valuation, valuation of goodwill - Need, Significance & Scope Methods of calculation of Good will

**UNIT-IV:**

**FINANCIAL ANALYSIS-I:** Statement of changes in working capital, funds from operations, paid cost and unpaid costs. Distinction between cash profits and book profits Preparation and analysis of cash flow statement and funds flow statement.

**FINANCIAL ANALYSIS -II:** Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements. Liquidity, leverage, solvency and profitability ratios, DuPont chart a case study on ratio analysis.

**UNIT-V:**

**ACCOUNTING STANDARDS ISSUED BY ICAI:** (Focus on importance of standards to give a general view on financial accounting practices), creative financial practices and issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

**REFERENCE BOOKS:**

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari (2009), *Financial Accounting*, Vikas Publishing House Private Limited, New Delhi.
2. S.P.Jain, K.L.Narang (2009), *Financial Accounting*, 10<sup>th</sup> edition, Kalyani Publication, New Delhi.
3. R.Narayanaswamy (2008), *financial accounting: A managerial perspective*, Prentice Hall of India.
4. Ambrish Gupta (2009), *Financial Accounting Management-An Analytical Perspective*, Pearson Education.
5. S.E.V.Subrahmanyam (2011), *Financial Accounting and Analysis*, student helpline Publishing House Private, Hyderabad
6. V.Rajasekharan, R.Lalitha "Financial Accounting & Analysis" Pearson Education, New Delhi, 2015

**BUSINESS ENVIRONMENT**

**I MBA: I Semester**  
**Course Code: C1005**

**L P C**  
**3 - 3**

**UNIT –I**

**INDUSTRIAL POLICIES:** A brief review of industrial policies since independence, industrial policy of 1991 and recent developments, policy on foreign direct investment in Indian industry, policy on public private partnerships.

**REGIONAL TRADE BLOCKS:** ASEAN, NAFTA, SAARC, BRICS, GATT, WTO

**UNIT –II**

**FISCAL POLICY:** Public revenues, public expenditure, public debt, development activities financed by public expenditure, an evaluation of recent fiscal policy of government of India, highlights of budget.

**MONETARY POLICY:** Demand and supply of money, objectives of monetary and credit policy, recent trends, Role of finance commission.

**UNIT –III**

**INDIA'S TRADE POLICY:** Magnitude and direction of Indian international trade, bilateral and multilateral trade agreements, EXIM policy, role of EXIM bank.

**BALANCE OF PAYMENTS:** Structure, major components, causes for disequilibrium in balance of payments, correction measures. Impact of new economic policy on BOP

**UNIT –IV**

**MONEY MARKETS AND CAPITAL MARKETS:** Features and components of Indian financial systems, objectives, features and structure of money markets and capital markets, reforms and recent development, stock exchanges, investor protection and role of SEBI.

**UNIT –V**

**WORLD TRADE ORGANIZATION:** Nature and scope, organization and structure, trading blocks, role and functions of WTO in promoting world trade, principles followed, agreements in the Uruguay round including TRIPS, TRIMS, and GATS. Disputes settlement mechanism, dumping and anti dumping measures, critical review of WTO functioning.

**REFERENCE BOOKS:**

1. Francis Cherunilam (2009), *International Business: Text and Cases*, Prentice Hall of India.
2. K.V.Sivayya, V.B.MDas (2009), *Indian Industrial Economy*, Sultan Chand Publishers, New Delhi, India.
3. Sundaram, Black (2009), *International Business Environment Text and Cases*, Prentice Hall of India, New Delhi, India.
4. Chari. S. N (2009), *International Business*, Wiley India.
5. N.Gunanath Naidu (2010), *Business Environment*, Students helpline Publishing House Private Limited, Hyderabad.



**BUSINESS LAW AND REGULATIONS**  
(Open Elective I)

**I MBA: I Semester**  
**Course Code: C1006**

**L P C**  
**3 - 3**

**UNIT –I**

**LAW OF CONTRACT-1872:** Nature of contract and essential elements of valid contract, offer and acceptance, consideration, capacity to contract and free consent. Unlawful and illegal agreements contingent contracts, performance and discharge of contracts, remedies for breach of contract.

**UNIT –II**

**CONTRACTS-II:** Contract of Indemnity– definition and essentials, Contract of Guarantee– definition and consideration in a contract of guarantee, essentials of contract of guarantee, Law of agency–Appointment of agents, How agency is constituted, classification of agents, rights, duties and liabilities of agent and principal, termination of agency.

**CONTRACT OF SALES ACT–1930:** Definition of goods, document of the title to goods, property, Formation of contract–sale and agreement to sell, essentials of a valid sale, formalities of the contract, Hire purchase agreement, conditions and warranties, performance of contract of sale.

**UNIT –III**

**NEGOTIABLE INSTRUMENT ACT - 1881:** Definition and characteristics of negotiable instrument, Promissory note–definition and essential elements, Bills of exchange- definition and essential elements, Cheque–definition and essential elements, types of cheques, Parties to negotiable instruments–holder and holder in due course, discharge of parties from liability.

**UNIT –IV**

**CONSUMER PROTECTION ACT–1986:** Objects and reasons, meaning of consumer, Goods, Service, Consumer dispute, complaint, unfair trade practice, Consumer disputes Redressal agencies – District forum, State commission and National Commission.

**COMPANIES ACT - 1956:** Definition, characteristics of a company, Registration and certification of incorporation – procedure and effects of incorporation, Company Meetings – in detail

**UNIT –V**

**COMPANY MANAGEMENT**–Constitution of board of directors, Appointment of Directors–Board meetings, Central Government, proportional representations, Removal of Directors – Shareholders, Central Government, Company Law Board, Powers, rights, duties and liabilities of directors, Winding of Company.

**DIRECT AND INDIRECT TAX:** Income tax Act-1961- important provisions of Income Tax Act – Assessment year, Assesses, Gross total income, Procedure for advanced payment of tax and tax deducted source Assessment procedure. Central Excise Act–1944: Basic concepts related to excisable goods, classification of goods, and basic concept of VAT

**REFERENCE BOOKS:**

1. K. R. Bulchandani (2006), *Business Law for Management*, Himalaya Publishing House, New Delhi.
2. Akhileshwar patahak(2009), *Legal aspects of business*, 3<sup>rd</sup> edition, Tata Mcgraw Hill, New Delhi, India.
3. Tulsani (2008), *Business law*, Tata Mc graw Hill, New Delhi.
4. Sivaram Prasad (2011), *Business Law*, student help line publishing House Private Limited, Hyderabad.

**INTELLECTUAL PROPERTY RIGHTS**

(Open Elective 1)

**I MBA: I Semester**  
**Course Code: C1006**

**L P C**  
**3 - 3**

**UNIT - I**

**INTRODUCTION TO INTELLECTUAL PROPERTY:**

Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights

**UNIT - II**

**TRADEMARKS:**

Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting and evaluating trade mark' trade mark registration processes.

**UNIT – III**

**LAW OF COPY RIGHTS:**

Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right' international copy right law.

**LAW OF PATENTS:** Foundation of patent law, patent searching process' ownership rights and transfer.

**UNIT - IV**

**TRADE SECRETS:**

Trade secretes law, determination of trade secretes status' liability for misappropriations of trade secrets, protection for submission, trade secretes litigation.

**UNFAIR COMPETITION:** Misappropriation right of publicity, false advertising.

**UNIT – V**

**NEW DEVELOPMENT OF INTELLECTUAL PROPERTY:**

New developments in trade mark law; copy right law patent law, intellectual property audits'. International overview on intellectual property, international - trade mark law, copy right law, international patent law, and international development trade secrets law.

**REFERENCE BOOKS:**

1. Deborah. E. Bouchoux (2009), *Intellectual property*, Cengage learning, India.
2. Deborah. E. Bouchoux (2001), *Protecting your companies intellectual property*, AMACOM, USA.
3. Prabuddaganguli (2003), *Intellectual property right*, Tata McGraw Hill Publishing company Ltd., India.
4. Robert Hisrich, Michael P. Peter, Dean A. Shepherd (2010), *Entrepreneurship*, Tata Mc Graw Hill., India.

**DISASTER MANAGEMENT**  
(Open Elective 1)

**I MBA: I Semester**  
**Course Code: C1006**

**L P C**  
**3 - 3**

**UNIT - I:**

**ENVIRONMENTAL HAZARDS & DISASTERS:** Meaning of Environmental hazards, Environmental Disasters and Environmental stress. Concept of Environmental Hazards Environmental stress & Environmental Disasters Different approaches & relation with human Ecology - Landscape Approach - Ecosystem Approach - Perception approach - Human ecology & its application in geographical researches

**UNIT - II:**

**TYPES OF ENVIRONMENTAL HAZARDS & DISASTERS:** Natural hazards and Disasters - Man indexed hazards & Disasters - Natural Hazards - Planetary Hazards / Disasters - Extra Planetary Hazards / disasters - Planetary Hazards - Endogenous Hazards - Exogenous Hazards

**UNIT - III:**

Endogenous Hazards - Volcanic eruption - Earthquakes - landslides - Volcanic Hazards / Disasters - Causes and distribution of Volcanoes - Hazardous effects of volcanic eruptions - Environmental impacts of volcanic eruptions - Earthquake Hazards / disasters - Causes of Earthquakes - Distribution of earthquakes - Hazardous effects of - earthquakes - Earthquake Hazards in India - Human adjustment, perception & mitigation of earthquake.

**UNIT - IV:**

Exogenous hazards / disasters - Infrequent events - Cumulative atmospheric hazards / disasters

**Infrequent events:** Cyclones - Lightning - Hailstorms

**Cyclones:** Tropical cyclones & Local storms - Destruction by tropical cyclones & local storms (causes, distribution human adjustment, perception & mitigation) Cumulative atmospheric hazards/ disasters :- Floods - Droughts - Cold waves - Heat waves Floods :- Causes of floods - Flood hazards India - Flood control measures (Human adjustment, perception & mitigation) Droughts :- Impacts of droughts - Drought hazards in India - Drought control measures - Extra Planetary Hazards / Disasters - man induced Hazards / Disasters - Physical hazards / Disasters - Soil erosion

**Soil Erosion:** Mechanics & forms of Soil Erosion - Factors 7 causes of Soil Erosion - Conservation measures of Soil Erosion.

**Chemical hazards / disasters:** Release of toxic chemicals, nuclear explosion - Sedimentation processes Sedimentation processes: - Global Sedimentation problems - Regional Sedimentation problems - Sedimentation & Environmental problems - Corrective measures of Erosion & Sedimentation

**Biological hazards / disasters:** Population Explosion.

**UNIT - V:**

Emerging approaches in Disaster Management - Three stages

1. Pre-disaster Stage (preparedness)
2. Emergency Stage
3. Post Disaster stage - Rehabilitation

**REFERENCES BOOK:**

1. Disaster Mitigation: Experiences And Reflections by Pradeep Sahni
2. Natural Hazards & Disasters by Donald Hyndman & David Hyndman - Cengage Learning
3. R. B. Singh (Ed) Environmental Geography, Heritage Publishers New Delhi, 1990
4. Savinder Singh Environmental Geography, Prayag Pustak Bhawann 1997
5. R. B. Singh (Ed) Disaster Management, Rawat Publication, New Delhi, 2000
6. H. K. Gupta (Ed) Disaster Management, Universities Press, India, 2003

**BUSINESS COMMUNICATION - SEMINAR**

**I MBA: I Semester**  
**Course Code: C1007**

**L P C**  
**3 - 3**

**LIST OF EXERCISES:**

1. **FEATURES OF INDIAN ENGLISH:** Correction of sentences, structures, tenses, ambiguity, idiomatic distortions
2. **TYPES OF COMMUNICATION:** Oral, aural, writing and reading, word power, vocabulary, jargon, rate of speech, pitch, tone clarity of voice  
**INFORMAL CONVERSATION VS FORMAL:** Expression verbal and non - verbal communication, barriers to effective communication, kinetics
3. **MANAGEMENT PRESENTATIONS:** Types of presentation, video conferencing, participation in meetings, chairing sessions
4. **FORMAL AND INFORMAL INTERVIEWS:** Ambience and polemics, interviewing in different settings and for different purposes e.g. eliciting and giving information, recruiting, performance appraisal
5. **WRITTEN COMMUNICATION**

**LETTER WRITING:** Business letters, pro forma culture, format, style, effectiveness, promptness, analysis of sample letters collected from industry, email, fax

**BUSINESS AND TECHNICAL REPORT WRITING:** Types of reports, progress reports, routine reports, annual reports, format, analysis of sample reports from industry, synopsis and thesis writing

**REFERENCES BOOK:**

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. AndreJ. Ruther ford (1992), *Basic Communication Skills for Technology*, Pearson Education Asia, New Delhi.
3. J Katyayani, B Sudhir (2011), Business Communication and Soft Skills, Students helpline Publishing House Private Limited, Hyderabad.
4. R K Madhukar (2009), *Business Communication*, Vikas Publishing House Private Limited, New Delhi.
5. RajendraPal, J.S. Korlahhi (2008), *Essentials of Business Communication*, Sultan Chand and Sons, New Delhi.
6. Edmund H. weiss (2009), *Writing Remedies - Practical Exercises for Technical Writing*, Universities Press, Hyderabad.

**IT FOR MANAGERS**

**I MBA: I Semester**  
**Course Code: C1008**

**L P C**  
**3 - 3**

The Objective of this laboratory course is to provide hands on experience to students in using computers for data organization and addressing business needs. The course aims is to understand MS Excel for applying statistical tools learnt in RMSA. The learning outcome is that the students should be able to: Analyze the data to draw inference for decision making. Understand application of statistical measures of central tendency. Understand application of ANOVA. Analyze trends. Testing of hypotheses

**LIST OF EXERCISES:**

1. **COMMUNICATION MEDIA:** Types of network, network topologies, network protocols, introduction to internet e-mail
2. **MS-ACCESS:** Tables and queries, MS –power point– introduction, creation of slides.
3. **OVERVIEW OF MS-EXCEL FEATURES:** Creating worksheet, entering and editing text, entering and editing formulas. Hands on experience with prowess of CMIE and a few simple exercises on ratio analysis using the package. Highlights and main functions. Using the Excel help function. Customizing the Quick Access Toolbar. Creating and Using Templates. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special Saving, Page Setup, and Printing. Using Headers and Footers. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists. Data from External Sources. Using and Formatting Tables. Basic Formulas and Use of Functions.
4. **ADVANCED EXCEL LESSONS:** Data Analysis Using Charts and Graphs. Managing, Inserting, and Copying Worksheets. Securing the Excel Document (Protect Cells and Workbook). Advanced Formulas and Functions. Advanced Worksheet Features. Advanced Data Analysis using Pivot Tables and Pivot Charts
5. **EXERCISES:**
  - Test-1: Creating and Editing a Data File.
  - Test-2: Cross Tabulation and chi-Square Analysis.
  - Test-3: The one-way ANOVA procedure
  - Test-4: Bi-variate Correlation: Bi-variate correlation, partial correlations and the correlation matrix.
  - Test-5: Multi dimensional scaling.

**REFERENCE BOOKS:**

1. Glyn Davis & Branko Pecar "Business Statistics Using Excel "Oxford University Press, 2012.
2. V.Rajaraman (2009), *Introduction to Information Technology*, Prentice Hall of India.
3. Efraim Turban, R. Kelly Rainer, Richard E. Potter (2006), *Introduction to Information Technology*, Wiley India.
4. Ron Mansfield (2008), *Working in Microsoft Office*, Tata McGraw Hill, New Delhi.
5. David W. Higham "Business Data Analysis Using Excel" Oxford University Press, 2012.
6. Winston "Excel 2010 Data Analysis and Business Modeling" PHI Learning Private Limited.

# **I MBA II SEMESTER SYLLABUS**

**FINANCIAL MANAGEMENT**

**I MBA: II Semester**  
**Course Code: C1009**

**L P C**  
**3 - 3**

**UNIT –I**

**INTRODUCTION:** Nature, scope and objectives of financial management, profit maximization vs wealth maximization. EPS maximization, finance functions, financial planning and forecasting, role of financial manager, time value of money - present value, future value of money and the basic valuation models.

**UNIT –II**

**CAPITAL BUDGETING:** Nature and techniques of capital budgeting – payback period, accounting rate of return, discounted cash flow techniques, net present value, profitability index and internal rate of return, cases in capital budgeting. **COST OF CAPITAL:** Concept and measurement of cost of capital, debt vs. equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital, importance of cost of capital in capital budgeting decisions.

**UNIT –III**

**CAPITAL STRUCTURE:** Factors affecting capital structure, theories of capital structure (NI, NOI, MM and traditional approach), capital structure vs. financial structure capitalization, financial leverage, operating leverage and composite leverage EBIT-EPS analysis, indifference point/breakeven analysis of financial leverage.

**UNIT –IV**

**DIVIDEND DECISION AND VALUATION OF THE FIRM:** Factors effecting dividend policy, dividend and valuation of the firm, the basic models, MM hypothesis, declaration and payment of dividends, bonus share, rights issue, share splits, Walter model and Gordon model.

**WORKING CAPITAL MANAGEMENT:** Components of working capital, gross vs. networking capital, determinants of working capital, operating cycle approach, estimation of working capital, financing of working capital through bank finance and trade credit, recommendations of Tandon and Daheja committee on working capital, cases.

**UNIT –V**

**MANAGEMENT OF CURRENT ASSETS-I:** Management of cash, basic strategies for cash management, cash budget, and cash management techniques process.

**MANAGEMENT OF CURRENT ASSETS II:** Marketable securities - characteristics selection criteria, marketable securities alternatives-management of receivables and management of inventory, the importance of current assets management in working capital planning.

**REFERENCE BOOKS:**

1. Prasanna Chandra (2009), *Financial Management*, Tata McGraw Hill, New Delhi.
2. Khan, Jain (2009), *Financial Management*, Tata McGraw Hill, New Delhi.
3. MacMillan, Jim (2009), *Financial Management*, Oxford University Press, New Delhi.
4. Paresh P. Shah (2009), *Financial Management*, Wiley India, New Delhi.
5. JamesC .Van Horne (2009), *Financial Management and Policy*, Prentice Hall of India, New Delhi, India.
6. Vyuptakesh Sharma (2009), *Fundamentals of Financial Management*, Pearson Education, New Delhi, India.

**MARKETING MANAGEMENT**

**I MBA: II Semester**  
**Course Code: C1010**

**L P C**  
**3 - 3**

**UNIT I**

**INTRODUCTION TO MARKETING:** Understanding marketing management, developing marketing strategies and Plans, marketing concept, product concept, experience concept, service concept, green marketing, efficiency vs. effectiveness, limitations of marketing concepts, marketing orientation and business performance, gathering information and scanning environment.

**UNIT II**

**MARKETING RESEARCH:** Need for marketing research, types of marketing research, stages of marketing research, marketing environment, customer value proposition, customer satisfaction and value, customer retention, consumer profitability, emerging dimensions of marketing, Indian and global perspective.

**SEGMENTATION:** Non segmented markets, purpose of segmentation, types of segmentation, targeting and positioning. Segmentation and market entry, target market selection, strategies of target marketing, analyzing business market, analyzing consumer market & market segmentation

**UNIT III**

**MARKETING MIX - I:** Creating customer value, satisfaction and loyalty, product management – different types of products, product line and product mix, managing product line and brands. **MARKETING MIX - II:** Designing and managing services, marketing strategies for service firms, distinctive characteristics of services, customer relationship, communicating value, role of marketing communication, develop effective communication, marketing communication mix, managing the integrated marketing communication process, managing mass communication.

**UNIT IV**

**PRODUCTLIFECYCLE:** PLC excessive product variants, product line portfolios, product recalls, setting product strategies. Pricing strategies, methods of pricing factors influencing pricing decisions, pricing cues, consumption and pricing, price sensitivity, price imitating price changes, price wars, product mix pricing, ingredient branding, packaging and labelling strategies, direct marketing.

**CHANNELS OF DISTRIBUTION:** Distribution designing, marketing channels and value networks, importance and role of distribution in marketing, channel design decision, channel management decisions, channel integration systems, e-commerce, conflict cooperation and competition, retailing, wholesaling, logistics.

**UNIT V**

**MANAGING PERSONAL COMMUNICATION:** Word of mouth, designing sales force, direct marketing techniques, internet marketing, new product options and development, development to commercialization, consumer adoption process, tapping global markets, developed vs. developing markets, managing holistic marketing organization, socially responsible marketing, internal marketing, global marketing, rural consumer behavior, pricing and distribution decisions, future of marketing. Effective communication and promotional mix, managing advertising, personal selling, sales promotion, public relations, publicity



**REFERENCE BOOKS:**

1. V. S. Ramaswamy, S. Namakumari (2009), *Marketing management: global perspective, Indian context*, Macmillan, New Delhi.
2. Philip Kotler (2009), *Marketing Management*, Pearson Education, Asia.
3. Rajan Saxena (2009), *Marketing Management*, Tata McGraw Publishing Company, New Delhi.
4. W. J. Stanton, Michael J. Etzel, Bruce J. Walker (2009), *Fundamentals of Marketing*, McGraw Hill International, New Delhi.
5. Czinkota (2009), *Marketing Management*, Vikas Publishers, New Delhi.

**HUMAN RESOURCE MANAGEMENT**

**I MBA: II Semester**  
**Course Code: C1011**

**L P C**  
**3 - 3**

**UNIT -I**

**INTRODUCTION TO HRM:** Objectives of HRM, HR objectives, HR activities, challenges of HRM, Discussion on contemporary HR practices, job analysis and design, uses of job analysis, methods of data collection, job description and specifications, job design, job redesign, job rotation, job enlargement, job enrichment.

**HR PLANNING:** Strategic and human resource planning, HR planning process, HR information systems, assessment of HR requirements, HR functions and policies.

**UNIT -II**

**RECRUITMENT AND SELECTION:** The recruitment process, methods of recruiting, realistic job preview, challenges of recruiting. Selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, reference and back ground verification, medical evaluation, job offer, induction and placement

**UNIT -III**

**TRAINING AND DEVELOPMENT AND PERFORMANCE APPRAISAL:** Introduction to training, the training process, training methods, management development, individual, group, organizational techniques, evaluation of training and development, appraising and managing performance.

**PERFORMANCE APPRAISAL:** The appraisal process, methods and potential problems in performance evaluation, the appraisal interview, the feedback interview, the role of appraisal in managing performance, career planning and development.

**UNIT -IV**

**COMPENSATION:** Objectives, influences on compensation, compensation and motivation, job evaluation system, simple ranking, job grading, point systems and factor comparison system, Employee relations effects on job evaluation, compensation for special groups.

**UNIT -V**

**EMPLOYEE RELATIONS:** Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act. A discussion on Contemporary HR Practices;

**REFERENCE BOOKS:**

1. Biswajeet Pattnayak (2009), *Human Resource Management*, Prentice hall of India, New Delhi.
2. Venkata Raman C. S, Srivastava B. K(2009), *Personnel Human Resource Management*, Tata Mc GrawHill, New Delhi.
3. CynthiaD. Fisher, LyleF.Schoenfeld (2009), *Human Resource Management*, Wiley India, New Delhi, India.
4. Jyothi (2009), *Human Resource Management*, Pearson Education, New Delhi.
5. R. Wayne Mondy, Robert M. Noe (2009), *Human Resource Management*, Pearson Education, New Delhi, India.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

I MBA: II Semester  
Course Code: C1012

L P C  
3 - 3

UNIT –I

**INTRODUCTION:** Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and shortcomings of using an OR model.

UNIT –II

**LINEAR PROGRAMMING METHOD I:** Structural LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method.

**LINEAR PROGRAMMING METHOD II:** simplex method, two-phase method, BIG-M method, converting primal LPP to dual LPP, Limitations of LPP.

UNIT –III

**TRANSPORTATION PROBLEM:** Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by MODI Method, Variations in transportation Problems like unbalanced Supply and demand, Degeneracy and its resolution.

UNIT –IV

**ASSIGNMENT MODEL I:** Algorithm for solving assignment model, Hungarian Method for solving assignment problem, variations in assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem.

**ASSIGNMENT MODEL II:** Travelling salesman problem, simplex method for solving assignment problem.

UNIT –V

**DECISION THEORY:** Introduction, ingredients of decision problems. Decision making–under uncertainty, under risk, under certainty, decision tree, construction of decision tree

**QUEUING THEORY:** Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service stations with finite and in finite population.

REFERENCE BOOKS:

1. J.K.Sharma, "Operations Research: Theory and applications, 5th edition, Macmillan, 2013
2. Anand Sharma, "Quantitative Techniques for Decision Making", HPH, 2010
3. R.Panner selvam: Operations Research, PHI, 3<sup>rd</sup> revised edition, 2012
4. Prem Kumar Gupta "Introduction to Operations Research S Chand, 2012.
5. K.LSchgel "Quantitative Techniques and Statistics", 2012.
6. Hillier /Lieberman: Introduction to operations research, 9th edition, TMH, 2012

**MIS & ERP**

**I MBA: II Semester**  
**Course Code: C1013**

**L P C**  
**3 - 3**

**UNIT –I**

**INTRODUCTION: Definition,** Significance of MIS, Nature and Scope of MIS, Structure and classification of MIS, Information and systems concept, information systems for competitive advantage.

**BUSINESS APPLICATION OF INFORMATION SYSTEM:** .E-Commerce, DSS, Business intelligence, knowledge management system.

**UNIT –II**

**STRATEGIC AND PROJECT PLANNING FOR MIS:** General business planning, appropriate MIS response, MIS planning-general, MIS planning-details.

**IS SECURITY, CONTROL AND AUDIT:** System Vulnerability and abuse, business value of Security and control, Need for security, Methods of minimizing risks IS Audit, ensuring system quality

**UNIT –III**

**INTRODUCTION TO ERP:** Overview of ERP, MRP, MRP-II and evaluation of ERP, integrated management systems, reasons for the growth of ERP, business modeling, integrated data model, foundations of IS in business, obstacles of applying IT, ERP market.

**ERP MODULES:** Finance, Accounting system, manufacturing and production system, sales and distribution system, human resource system, plant maintenance system, material management system, quality management system, ERP system options and selection, ERP proposal evaluation.

**UNIT –IV**

**BENEFITS OF ERP:** Reduction of lead time, on time shipment, reduction in cycle time, improved resource utilization, better customer satisfaction; improve supplier performance, increased flexibility, reduced quality cost, improved information accuracy and design making capabilities.

**UNIT –V**

**BUILDING OF INFORMATION SYSTEM:** System Development stages, System Development Approaches, Systems Analysis and Design, Requirement determination, strategies for requirement determination.

**ERP IMPLEMENTATION AND MAINTENANCE:** Implementation strategy options, features of successful ERP implementation, strategies to attain success, user training, maintaining ERP and IS

**REFERENCE BOOKS:**

1. D P Goyal (2010), Management Information Systems– Managerial Perspective, 3rd .Macmillan.
2. Jawadekar (2012), *MIS Text and Cases*, TMH, New Delhi, India.
3. Alexis Leon, (2006), *ERP (Demystified)*, TMH, New Delhi, India.
4. David L Olson: Managerial Issues of Enterprise Resource Planning System, Mc Graw Hill, International Edition – 2009
5. Rainer, Turben, Potter: Introduction to Information systems, Wiley – India – 2009.

**PSYCHOLOGY – AN INTRODUCTION**

**(Open Elective II)**

**I MBA: II Semester**  
**Course Code: C1014**

**L P C**  
**3 - 3**

**UNIT: I**

**FUNDAMENTALS OF PSYCHOLOGY**

Definition, goals, fields and applications, development of Psychology from middle 19<sup>th</sup> century, psychology in ancient India, The founding of experimental Psychology: Contributions of Weber, Fechner, Wundt & Eddinghaus, William James & Galton, Development of Psychology in India.

**UNIT: II**

**APPLICATIONS & FIELDS OF PSYCHOLOGY**

Applications of Psychology to: disadvantaged groups, problems of social integration, Information technology and Mass media, Economic Development. Fields of Psychology: Social psychology, Educational psychology, Experimental psychology, Clinical psychology, Personality psychology.

**UNIT: III**

**ENVIRONMENTAL PSYCHOLOGY**

Nature & Characteristics, classification of environment, Indian perspective on Human- environment relationship, Environmental stress: Nature and characteristics, Types of stresses, natural disorders, technological catastrophe, noise & air pollution. Changing behavior to save the environment

**UNIT: IV**

**COMMUNITY PSYCHOLOGY**

Introducing community psychology, understanding communities: Individuals within environments, Human diversity, preventing problem behavior & promoting social competence, Promoting community & social change

**UNIT: V**

**CASE STUDIES**

**REFERENCE BOOKS:**

1. Atkinson et al. (13th edition 1985), **Hilgard's Introduction to Psychology**, Harcourt Brace.
2. Bell, P.A., Greene, T. C., Fisher, J.D., & Baum A. (2001) **Environmental Psychology**. (Vth edition) Wadsworth Group/ Thomson Learning, 10 Davis Drive Belmont CA, U.S.A.
3. Sahakian, William, S. Ed. (1981). **History of Psychology**, F.E. Peacock, Publishers, Inc. Itasca, Illinois (U.S.A.)
4. Psychology: An Introduction, Charles G. Morris, Albert Anthony Maisto, Ann Levine

## C PROGRAMMING

(Open Elective II)

**I MBA: II Semester**  
**Course Code: C1014**

**L P C**  
**3 - 3**

### UNIT-I

**INTRODUCTION TO THE C LANGUAGE** – Algorithm, Pseudo code, Flow chart, Background, C Programs, Identifiers, Data Types, Variables, Constants, Input / Output, Operators(Arithmetic, relational, logical, bitwise etc.), Expressions, Precedence and Associativity, Expression Evaluation, Type conversions, Statements- Selection Statements(making decisions) – if and switch statements, Repetition statements ( loops)-while, for, do-while statements, Loop examples, other statements related to looping – break, continue, go to, Simple C Program examples.

### UNIT-II

**FUNCTIONS**- Introduction to Structured Programming, Functions- basics, user defined functions, inter function communication(call by value, call by reference), Standard functions, Storage classes-auto, register, static, extern, scope rules, arrays to functions, recursive functions, example C programs.  
**Arrays**– Basic concepts, one-dimensional arrays, two – dimensional arrays, multidimensional arrays, C programming examples

### UNIT – III

**POINTERS** – Introduction (Basic Concepts), pointers to pointers, compatibility, Pointer Applications- Arrays and Pointers, Pointer Arithmetic, memory allocation functions, array of pointers, pointers to void, pointers to functions, command –line arguments.

**STRINGS** – Concepts, C Strings, String Input / Output functions, string manipulation functions, string / data conversion, C program examples.

### UNIT-IV

**ENUMERATED, STRUCTURE, AND UNION TYPES**– The Type Definition (type def), Enumerated types, Structures –Declaration, initialization, accessing structures, operations on structures, Complex structures, structures and functions, Passing structures through pointers, self referential structures, unions, bit fields, C programming examples

### UNIT-V

**INPUT AND OUTPUT** – Concept of a file, streams, text files and binary files, Differences between text and binary files, State of a file, Opening and Closing files, file input / output functions (standard library input / output functions for files), file status functions (error handling),Positioning functions, C program examples.

### REFERENCE BOOKS:

1. Computer Science: A Structured Programming Approach Using C, B.A.Forouzan and R.F. Gilberg, Third Edition, Cengage Learning.
2. The C Programming Language by Brian Kernighan and Dennis Ritchie 2nd edition
3. Let Us C Yashavant kanetkar BPB.
4. Absolute beginner's guide to C, Greg M. Perry, Edition 2,Publisher: Sams Pub., 1994.
5. Computer Programming and Data Structures by E Balagurusamy, Tata McGraw Hill.

ENVIRONMENTAL SCIENCE

(Open Elective II)

I MBA: II Semester  
Course Code: C1014

L P C  
3 - 3

**UNIT-I:**

**ECOSYSTEMS:** Definition, Scope and Importance of ecosystem. Classification, structure and function of an ecosystem, Food chains, food web and ecological pyramids Flow of energy, biogeochemical cycles, Bioaccumulation, Bio magnification, ecosystem value, services and carrying capacity.

**UNIT-II:**

**NATURAL RESOURCES: Classification of Resources:** Living and Non-Living resources, **water resources:** use and over utilization of surface and ground water, floods and droughts, Dams: benefits and problems. **Mineral resources:** use and exploitation, environmental effects of extracting and using mineral resources,

**Land resources:** Forest resources, Energy resources: growing energy needs, renewable and non renewable energy sources, use of alternate energy source, case studies.

**UNIT-III:**

**BIODIVERSITY AND BIOTIC RESOURCES:** Introduction, Definition, genetic, species and ecosystem diversity. Value of biodiversity; consumptive use, productive use, social, ethical, aesthetic and optional values India as a mega diversity nation, Hot spots of biodiversity. Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts; conservation of biodiversity: In-Situ and Ex-situ conservation. National Biodiversity act

**UNIT-IV:**

**ENVIRONMENTAL POLLUTION AND CONTROL TECHNOLOGIES: Environmental Pollution:** Classification of pollution, **Air Pollution:** Primary and secondary pollutants, Automobile and Industrial pollution, Ambient air quality standards.

**Water pollution:** Sources and types of pollution, drinking water quality standards.

**Soil Pollution:** Sources and types, Impacts of modern agriculture,

**Noise Pollution:** Sources and Health hazards, standards,

**Solid waste:** Municipal Solid Waste management, composition and characteristics of e-Waste and its management.

**Pollution control technologies:** Wastewater Treatment methods: Primary, secondary and Tertiary. Overview of air pollution control technologies, Concepts of bioremediation.

**Global Environmental Problems and Global Efforts:** Climate change and impacts on human environment. Ozone depletion and Ozone depleting substances (ODS) International conventions / Protocols: Earth summit, Kyoto protocol and Montréal Protocol.

**UNIT-V:**

**ENVIRONMENTAL POLICY, LEGISLATION & EIA:** Environmental Protection act, Legal aspects Air Act-1981, Water Act, Forest Act, Wild life Act, Municipal solid waste management and handling rules, biomedical waste Management and handling rules, hazardous waste management and handling rules.

**EIA:** EIA structure, methods of baseline data acquisition. Overview on Impact of air, water, biological and Socio-economical aspects Strategies for risk assessment

**Towards Sustainable Future:** Concept of Sustainable Development, Population and its explosion, Crazy Consumerism, Environmental Education, Urban Sprawl, Concept of Green Building, Ecological Foot Print, Life Cycle assessment (LCA), Low carbon life style.

**REFERENCE BOOKS:**

1. Environmental Science: towards a sustainable future by Richard T.Wright 2008 PHL Learning Private Ltd. New Delhi.
2. Environmental Engineering and science by Gilbert M.Masters and Wendell P. Ela .2008 PHI Learning Pvt. Ltd.
3. Environmental Science by Daniel B.Botkin & Edward A.Keller, Wiley INDIA edition.
4. Environmental Studies by Anubha Kaushik, 4th Edition, New age international publishers.
5. Text book of Environmental Science and Technology - Dr. M. Anji Reddy 2007, BS Publications.



**BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS**

**I MBA: II Semester**  
**Course Code: C1015**

**L P C**  
**- 3 2**

**Aim:** To enable students to understand the best practices followed by the organizations as well as to understand how entrepreneurs are becoming successful. This is to inspire students to become job providers rather than job seekers.

**Learning outcome:** By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices & even to suggest the next best practices. The students may choose any of the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model (Level 5)
7. Performance Management System
8. Concept of Six Sigma
9. Talent Management

Any other functional systems, policies, practices may also be considered for studying.

After interacting with the entrepreneur and others in the organization, the students should be able to understand:

1. How to start a company?
2. How to choose the product and estimate demand for the product.
3. The problems of procurement of raw materials.
4. The marketing, HR and finance problems of the entrepreneur.
5. Growth alternatives available to the entrepreneur.

**REFERENCE BOOKS:**

1. Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012
2. A G Krishnamurthy, Dhirubhaism, TMH, 2011.

**Journals:**

Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

- **The Journal of Entrepreneurship**, Entrepreneurship Development Institute of India, Ahmedabad
- **Journal of Human Values**: IIM Calcutta.

**SUMMER INTERNSHIP SEMINAR**

**I MBA: II Semester**  
**Course Code: C1016**

**L P C**  
**- 3 2**

**Course Aim:** Aim of summer internship is to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Summer internship is to acquire practical knowledge by working in any organization. Through working for one to two months in any organization of their choice, students should learn how to do routine work related to the functional area of their interest.

**Learning Outcome**

After summer learning internship students should be able to:

1. Understand the product mix and 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 decide Summer Internship:**

Students should take covering letter/s, addressed to the organization/professional, before second mid of first semester and approach the organization s. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship 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.

## **II MBA I SEMESTER SYLLABUS**

**PRODUCTION AND OPERATIONS MANAGEMENT**

**II MBA: I Semester**  
**Course Code: C1017**

**L P C**  
**3 - 3**

**UNIT –I**

**INTRODUCTION:** Overview of production and operation management (POM), functions, historical development of POM, POM scenario today, product and process design, product and process development, manufacturing process technology, value analysis.

**FACILITIESMANAGEMENT:** Location of facilities, layout of facilities, optimization of product/process layout.

**UNIT –II**

**AGGREGATE PLANNING:** Preparation of aggregate demand forecast, specification of organizational policies for smoothing capacity utilization, determination of feasible production alternatives and determination of optimal production strategy. **SCHEDULING:** Scheduling in job, shop type production, shop loading, assignment and sequencing, scheduling in mass, line of balance, methods of production control, world class production.

**UNIT –III**

**WORK STUDY:** Method study, work measurement, work design, job design, and work sampling, industrial engineering techniques. **QUALITY MANAGEMENT:** Introduction to Quality Management, Economics of quality assurance, inspection and quality control, control charts for variables and control charts for attributes, acceptance sampling, just in time production, quality circles and ISO 9000 series standards, six sigma concepts

**UNIT – IV**

**PERT & CPM:** Drawing networks diagram, identifying critical path, Estimation of project time, project crashing, optimum cost and optimum duration.

**UNIT –V**

**MATERIAL MANAGEMENT:** Costs associated with inventory, economic order quantity, stores management - objectives, systems of Inventory control - ABC, VED and FSND analysis, material requirement planning I & material requirement planning II

**REFERENCE BOOKS:**

1. Chary S.N (2009), *Production and Operation Management*, Tata McGraw Hill, New Delhi.
2. Upendra Kachru (2009), *Operation Management*, Excel Publications, New Delhi.
3. AdamE.E, EbertR.J (2009), *Production and Operation Management*, 6thedition, Prentice Hall of India.
4. J. Katyayani (2010), *Production Management*, Students Helpline Publishing House Private Limited, Hyderabad.
5. Chunnawala (2009), *Production and Operation Management*, Himalaya Publications, Mumbai.
6. RogertoRussel, Taylor (2009), *Production and Operations Management*, 4thedition, Prentice Hall of India.

## STRATEGIC MANAGEMENT

**II MBA: I Semester**  
**Course Code: C1018**

**L P C**  
**3 - 3**

### UNIT –I

**INTRODUCTION:** Concepts in strategic management, strategic management process, developing a strategic vision, mission, objectives, policies, factors that shape a company's strategy, environmental scanning.

**INDUSTRY AND COMPETITIVE ANALYSIS:** Methods, evaluating company resources and competitive capabilities, SWOT analysis-value chain analysis and competitive advantage.

### UNIT –II

**TOOLS AND TECHNIQUES FOR STRATEGIC ANALYSIS:** Porter's five force model, BCG matrix, GE model, TOWS matrix, IE matrix, the grand strategy matrix. Market life cycle model and organizational learning, impact matrix and the experience curve, generic strategies, strategy formulation

### UNIT –III

**TYPES OF STRATEGIES:** Offensive strategy, defensive strategy, exit and entry barriers tailoring strategy to fit specific industry and company situations.

**TURNAROUND STRATEGIES:** Turnaround strategy, management of strategic change, strategies for mergers, acquisitions, takeovers and joint ventures.

**DIVERSIFICATION STRATEGIES:** Diversification strategy, why firms diversify, different types of diversification strategies, the concept of core competence, competitive advantage in diversified companies and its evaluation.

### UNIT –IV

**STRATEGY IMPLEMENTATION:** Strategy and structure, strategy and leadership, strategy and culture connection, operational sing and institutionalizing strategy, strategies for competing in globalizing markets and internet economy, organizational values and their impact on strategy, resource allocation as a vital part of strategy planning systems for implementation.

### UNIT –V

**STRATEGY EVALUATION AND CONTROL:** Establishing strategic controls for measuring performance appropriate measures, role of the strategist, using qualitative and quantitative benchmarking to evaluate performance, strategic information systems, problems in measuring performance, guidelines for proper control, strategic surveillance, strategic audit, strategy and corporate evaluation and feedback in the Indian and international context.

**ETHICS & CSR:** Ethics, Nature and scope, Ethics and value, Ethical issues in functional areas of business i.e., Marketing, Finance & HR. Origin and Development of Corporate governance, corporate Governance Mechanism, Ethics and Governance.

### REFERENCE BOOKS:

1. V.S.P. Rao, Hari V. Krishna (2009), *Strategic Management*, Excel Books, New Delhi.
2. Saloner (2009), *Strategic Management*, Wiley- India, New Delhi.
3. Gregory Dess, G. T. Lumpkin (2009), *Strategic Management - Creating Competitive Advantage*, Tata McGraw Hill, New Delhi.
4. AzharKazmi (2009), *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi.
5. Business Ethics, Francis & Mishra, TMH
6. Corporate governance, Fernando, Pearson. Fred R David (2009), *Strategic Management Concepts and Cases*, Prentice Hall of India

RESEARCH METHODOLOGY

II MBA: I Semester  
Course Code: C1019

L P C  
3 - 3

**UNIT I**

**INTRODUCTION:** Concept of Research and Its Application in Various Functions of Management, Types of Research Types of Business Problems Encountered by the Researcher, Problems and Precautions for the Researchers

**UNIT II**

**PROCESS OF RESEARCH:** Steps Involved in Research Process. Research Design: Various Methods of Research Design, Collection of Data.

**UNIT III**

**COLLECTION OF DATA:** Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

**UNIT IV**

**ANALYSIS OF DATA:** Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and the its Significance, Use of SPSS in Data Analysis and Interpretation. Measurement and Central Tendency, Measure of Dispersion and their Advantages.

**UNIT V**

**REPORT PREPARATION:** Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations.

**REFERENCES BOOKS:**

1. Kothari C R – Research Methodology Methods & Techniques, New Age International Publishers
2. Saunders - Research Methods for Business students, Prentice hall, 2nd Edition, 2007
3. Cooper and Schindler - Business Research Methods, Tata McGraw Hill, 9th Edition
4. C. Murthy - Research Methodology, Vrinda Publications
5. Panneer Selvam - Research Methodology, Prentice Hall of India, Edition 2008
6. Gravetter - Research Method for Behaviourial Sciences, Cengage Learning

**CONSUMER BEHAVIOR AND CUSTOMER RELATIONSHIP MANAGEMENT  
(ELECTIVE –I)**

**II MBA: I Semester**  
**Course Code: C1027**

**L P C**  
**3 - 3**

**UNIT –I**

**INTRODUCTION TO CONSUMER BEHAVIOUR:** Evolution of consumer behavior, understanding consumers and market segments, consumer behavior and marketing strategy, psychographic dimensions, consumer motivation, perception, personality, information processing, attitude formation and attitude change.

**UNIT –II**

**SOCIAL AND CULTURAL ENVIRONMENT:** Economic, demographic, cross cultural and socio-cultural influences, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings social stratification, reference groups and family influences, personal influence.

Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

**UNIT –III**

**COMMUNICATION AND CONSUMER BEHAVIOUR:** Components of communications process, designing persuasive communication and diffusion of innovations, models of buyer behavior, Howard model, Howard- Sheth model, EKB model, Webster and wind model and Sheth industrial buyer behavior model.

**CONSUMER DECISION PROCESSES:** High and low involvement, pre-purchase processes, purchase, post purchase processes, consumption and evaluation, brand loyalty and repeat purchase behavior.

**UNIT – IV**

**CONSUMERISM:** The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

**CONSUMER PROTECTION:** Consumer protection act 1986, central consumer protection council, state consumer protection councils, consumer disputes Redressal agencies, consumer disputes Redressal forum, national consumer disputes Redressal commission.

**UNIT –V**

**CUSTOMER RELATIONSHIP MANAGEMENT:** Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM programme. TRENDS IN CRM: e-CRM Solutions – Data Warehousing, Data mining for CRM –an introduction to CRM software packages.

**CUSTOMERLOYALTY:** Concept of customer loyalty, customer value assessment, customer retention strategies, CRM in services, E-CRM.

**REFERENCE BOOKS**

1. N. Venkat Rao, P. Naga Raju (2011), *Consumer Behaviour*, Students Helpline Publishing House

- Private Limited, Hyderabad.
2. Hawkins, Best, Coney (2009), *Consumer Behaviour Building Marketing Strategy*, Tata Mc Graw Hill, New Delhi.
  3. Henry Assael (2009), *Consumer Behaviour*, Willey India, New Delhi.
  4. Deon (2009), *Buyer Behaviour*, Oxford University Press, New Delhi.
  5. Leen G. Schiff man, L.H. Kanuk (2009), *Consumer Behaviour*, Pearson Education, India.



**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT  
(ELECTIVE –I)**

**II MBA: I Semester**  
**Course Code: C1028**

**L P C**  
**3 - 3**

**UNIT -I**

**INVESTMENT:** The investment environment, classification and functions of financial markets and financial instruments. Securities markets, how securities are traded.

**UNIT -II**

**PORTFOLIO THEORY AND CAPITAL MARKET THEORY:** The returns and risks from investing, Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model, asset pricing models, the capital asset pricing model, arbitrage pricing theory.

**UNIT -III**

**FIXED INCOME SECURITIES (BOND):** Analysis, valuation and management, interest rates, measuring bond yields, bond pricing theorems, convexity, duration, passive bond management and active bond management strategies, bond immunization

**UNIT - IV**

**EQUITY ANALYSIS VALUATION AND MANAGEMENT:** Discounted cash flow techniques, balance sheet analysis, dividend discount models, intrinsic value and market price, the P/E ratio or earnings multiplier approach, price/book value, price/sale ratio, economic value added (EVA) the passive and active strategy.

**SECURITY ANALYSIS:** Macro economic analysis, industry and company analysis, technical analysis.

**UNIT –V**

**PORTFOLIOMANAGEMENT:** Mutual funds, growth of mutual funds in India, structure of Mutual funds, Performance evaluation of mutual funds, and performance measurement with changing portfolio composition.

**PERFORMANCE EVALUATION OF PORTFOLIOS:** Sharpe model, Jensen's model for portfolio evaluation, evaluation of mutual fund.

**REFERENCE BOOKS:**

1. Donald E. Fischer, Ronald J. Jordan (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi
2. Prasanna Chandra (2009), *Investment Analysis and Portfolio Management*, Tata Mc Graw Hill, New Delhi.
3. Tanuja (2011), *Security Analysis and Portfolio Management*, Students helpline Publishing House Private Limited, Hyderabad.
4. S.Kevin (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.
5. Bhalla .V.K (2009), *Investment Management*, S .Chand publications, New Delhi.
6. S.Kevin: *Security Analysis & Portfolio Management*, Prentice Hall, 2006.
7. Arnold, Kumar: *Corporate Financial Management*, Pearson, 2009

**TALENT ACQUISITION  
(ELECTIVE –I)**

**II MBA: I Semester**  
**Course Code: C1029**

**L P C**  
**3 - 3**

**UNIT -I**

**INTRODUCTION:** Concepts of Human resource planning - objectives and factors affecting human resource planning, significance of human resource planning, and Macro level scenario of human resource planning – process of human resource planning and benefits, problems and limitations of HRP, Planning job requirements and descriptions – Job Information, Job description, Job evaluation, Skills Analysis.

**UNIT –II**

**MANPOWERPLANNING:** Anticipating Man power needs – Man power Inventory, Expected Loss and Extra needs, Existing post or new post to be created, demand and supply forecasting, career planning and succession planning, wastage analysis, retention, redeployment and exit strategies.

**RECRUITMENT:** Introduction to recruitment, nature and need of recruitment, how to make recruitment efforts succeed, workers expectations, proactive recruitment and reactive recruitment, electronic recruitment, innovative recruitment sources - electronic resumes, career websites, international electronic recruitment, electronic web sources.

**UNIT –III**

**SELECTION PROCESS:** Job analysis to man specification – Selecting sources of recruitment – Internal & External recruitment sources, interviewing, job descriptions – Review in the applications and resumes. Planning basic questions, competency based questions, key competency category, competency based lead-ins, generic competence questions, additional types of questions, probing questions, questioning techniques to avoid. **HIRING METHODS:** Nature of hiring, Methods of hiring - External Hiring – meaning and definition of external recruitment, sources of external hiring. Recruitment – various sources.

**UNIT - IV**

**PRE EMPLOYMENT TESTING:** Testing advantages and disadvantages, test validation, testing categories, Computer based testing, background check policy, reference check, guidelines for releasing and obtaining Information Performance Tests - Mental ability, Group discussion, mechanical ability test, personality Measurement test, role plays, Personality assessment, assessment centers, personal interview, integrity testing, Drug testing, graphology.

**UNIT -V**

**REFERENCE CHECKING AND APPOINTMENT ORDERS:** Meaning, definition and purpose; Verification of character, criminal antecedents, previous work behavior and educational qualifications. Verification of community certificates in public sector companies. Statutory requirements (under the shops and commercial establishments act), Contents of appointment letter, hardcopy (or softcopy), method of delivery and retrieving the acknowledgement copy, medical examination & acceptance of offer for joining. **RECRUITMENT AND SELECTION PRACTICES IN INDIA AND ABROAD:** Case studies.

**REFERENCE BOOKS**

1. Diane Arthur (2012), Recruiting, Interviewing, Selecting& Orienting New Employees, Ed. 5<sup>t</sup> · Amacom
2. R S Davar (2013), *Personnel Management & Industrial Relations*, Vikas Publications Pvt. Ltd.
3. Gareth Roberts (1997), Recruitment and selection: a competency approach Developing practice,

CIPD Publishing, London.

4. Dominic Cooper, Ivan T. Robertson, Gordon Tinline (2003), Recruitment and selection: a framework for success Psychology at work, 3rd edition, Cengage Learning EMEA, UK.
5. Philips: Strategic staffing, Pearson, 2009
6. Gatewood, Field , Barrick : Human Resource Selection, Cengage, 2008.

**CYBER SECURITY & CYBER LAW  
(ELECTIVE –I)****II MBA: I Semester  
Course Code: C1030****L P C  
3 - 3****UNIT- I**

**CRYPTOGRAPHY AND SECURITY CRYPTO BASICS:** How to Speak Crypto, Classic Crypto, Simple Substitution Cipher, Cryptanalysis of a Simple Substitution, Definition of Secure, Double Transposition Cipher, One-Time Pad, Modern Crypto History, A Taxonomy of Cryptography, A Taxonomy of Cryptanalysis; **SYMMETRIC KEY CRYPTO:** Introduction, Stream Ciphers, A5/1, RC4, Block Ciphers, Feistel Cipher, DES, AES, Block Cipher Modes, Integrity; **PUBLIC KEY CRYPTO:** Introduction, Knapsack, RSA, Repeated Squaring, Public Key Notation, User for Public Key Crypto, Confidentiality in the Real World, Signature and Non-repudiation, Confidentiality and Non-repudiation, Public Key Infrastructure;

**UNIT- II**

**ACCESS CONTROL AUTHENTICATION:** Passwords, Keys Versus Passwords, Choosing Passwords, Attacking Systems via Passwords, Password Verification, Math of Password Cracking, Other Password 56 Issues, Biometrics, Types of Errors, Biometric Examples, Biometric Conclusions, Something You have, Two-Factor Authentication, Single Sign-on and Web Cookies; **AUTHORIZATION:** Access Control Matrix, ACLs and Capabilities, Confused Deputy, Multilateral Security, Multilateral Security, Convert Channel, Inference Control, CAPTCHA, Firewalls, Packet Filter, Stateful Packet Filter, Application Proxy, Personal Firewall, Defense in Depth, Intrusion Detection, Signature-Based IDS, Anomaly-Based IDS;

**UNIT- III**

**SECURITY IN SOFTWARE SOFTWARE FLAWS AND MALWARE:** Software Flaws, Buffer Overflow, Incomplete Mediation, Race Conditions, Malware, Brain, Morris Worm, Code Red, SQL Slammer, Trojan Example, Malware Detection, The Future of Malware, Cyber Diseases Versus Biological Diseases, Miscellaneous Software-Based Attacks, Salami Attacks, Linearization Attacks, Time Bombs, Trusting Software **INSECURITY IN SOFTWARE:** Software Reverse Engineering, Anti-Disassembly Techniques, Anti-Debugging Techniques, Software Tamper Resistance, Guards, Obfuscation, Metamorphism Revisited; **Digital Rights Management:** What is DRM?, A Real-World DRM System, DRM for Streaming Media, DRM for a P2P Application, DRM in the Enterprise, DRM Failures, DRM Conclusions **OPERATING SYSTEM AND SECURITY:** Operating System Security Functions, Separation, Memory Protection, Access Control, Trusted Operating System, MAC, DAC and More, Trusted Path, Trusted Computing Base, Next Generation Secure Computing Base, NGSCB Feature Groups, NGSCB Compelling Applications, Criticisms of NGSCB;

**UNIT- IV**

**SECURITY PLANNING AND IMPLEMENTATION** Risk Management: An Overview of Risk Management, Risk Identification, Risk Assessment, Risk Control Strategies, Selecting a Risk Control Strategy, Quantitative versus Qualitative Risk Control Practices, Risk Management Discussion Points, Recommended Risk Control Practices, Planning and Implementing Security: Information Security Policy, Standards and Practices, The Information Security Blueprint, Control Strategies, Information Security Project Management, Technical Topics of Implementation, Nontechnical Aspects of Implementation, Information Systems Security Certification and Accreditation,

**UNIT- V**

**CYBER LAW** Legal, Ethical and Professional Issues in Information Security, Introduction, Law and Ethics in Information Security, Relevant U.S Laws, International Laws and Legal Bodies, Ethics and Information Security, Codes of Ethics and Professional Organizations;

**REFERENCE BOOKS**

1. Douglas Stinson, 'Cryptography –Theory and Practice', CRC Press, 2006.
2. William Stallings, "Cryptography and Network Security", Pearson Education, 6thEdition,
3. AtulKahate, "Cryptography and Network Security", McGraw Hill Education India (Pvt Ltd),2nd edition, 2009.
4. Charlie Kaufman, Radia Perlman, Mike Speciner, "Network Security: Private Communication in a Public World", Prentice Hall, 2<sup>nd</sup> edition, 2002.
5. Charles Pfleeger, Shari Lawrence Pfleeger "Security in computing", Prentice Hall, 4thEdition, 2006.

**SERVICES MARKETING  
(ELECTIVE –II)**

**II MBA: I Semester**  
**Course Code: C1031**

**L P C**  
**3 - 3**

**UNIT -I**

**UNDERSTANDING SERVICES MARKETING:** Introduction, services in the modern economy, classification of services, marketing services Vs physical services, services as a system.

**CUSTOMER RELATIONSHIP MARKETING:** Relationship marketing, the nature of service consumption, understanding the customer needs and expectations, strategic response to the intangibility of service performances.

**UNIT -II**

**SERVICES MARKET SEGMENTATIONS:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining value relations, customer loyalty

**CREATING VALUE IN A COMPETITIVE MARKET:** Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

**UNIT -III**

**PRICING STRATEGIES FOR SERVICES:** Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies in to practice

**SERVICE PROMOTION:** Service promotion, the role of marketing communication, implication for communication strategies, setting communication objectives, marketing communication mix, external marketing, word of mouth communication, interactive marketing.

**UNIT - IV**

**PLANNING AND MANAGING SERVICE DELIVERY:** Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity. Creating delivery system in price, cyber space and time, the physical evidence of the service space, the role of intermediaries, enhancing value by improving the quality and productivity

**UNIT -V**

**MARKETING PLANS FOR SERVICES:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource all occasions and monitory marketing planning and services.

**MANAGEMENT OF MOVEMENTS OF TRUTH:** Service deficiencies, consumer grievance recovery strategies.

**REFERENCE BOOKS:**

1. K. Rama Mohana Rao (2009), *Services Marketing*, Pearson Education, New Delhi
2. ValeriZeithmal, MaryJoBunter (2009), *Services Marketing*, Tata Mc GrawHill, New Delhi.
3. B. Sudhir, Jawahar Babu, Subrahmanyam (2010), *Services Marketing*, Students helpline Publishing House Private Limited, Hyderabad.
4. Christopher Lovelock (2009), *Services Marketing*, Pearson Education, New Delhi.
5. Christian Gronrose (2009), *Services Management and Marketing*, Maxwell Macmillan, New Delhi.
6. Kenneth E .Clow, David L. Kurtz(2009), *Services Marketing*, Wiley India, New Delhi.

**FINANCIAL INSTITUTIONS MARKETS AND SERVICES  
(ELECTIVE –II)**

**II MBA: I Semester**  
**Course Code: C1032**

**L P C**  
**3 - 3**

**UNIT –I**

**THE STRUCTURE OF FINANCIAL SYSTEM:** Equilibrium in financial markets, indicators of financial development, financial system and economic development, financial sector reforms after 1991.

**REGULATORY AND PROMOTIONAL INSTITUTIONS:** Functions and role of RBI, monetary policy and techniques of monetary control of RBI, the role and functions of SEBI, an update on the performance on non-statutory financial organization like IFCI,IRBI,NABARD,SIDBI,&SFCs.

**UNIT –II**

**THE BANKING AND NON BANKING INSTITUTIONS:** Commercial banks, the public and private sectors structure and comparative performance, the problems of competition-interest rates, spreads, and NPAs. Bank capital adequacy norms and capital markets support, banking innovations. Co-operative banks role, Govt. initiatives to strengthen the co-operative banks

**UNIT –III**

**NON BANKING FINANCIAL INSTITUTIONS:** Structure and functioning of unit trust of India and mutual funds. Growth of Indian mutual funds and its regulations, the role of AMFI Insurance companies – structure and investment patterns of LIC, GIC and other insurance companies, competition, innovation, role of IRDA, challenges of insurance sector.

**UNIT –IV**

**FINANCIAL MARKETS:** Structure and functions of call money market, government securities market, T-bills market, commercial bills market, commercial papers and certificate of deposits. Capital market – corporate securities and government securities, primary and secondary markets.

**SECURITIES MARKETS:** Introduction to securities markets, organization and structure, listing trading and settlement. SEBI and regulation of primary and secondary markets;

**UNIT –V**

**ASSET/FUND BASED FINANCIAL SERVICES - LEASE FINANCE:** Consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing, fee-based/advisory services: stockbroking, credit rating.

**INVESTMENT BANKING:** Introduction, functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

**REFERENCE BOOKS:**

- 1.L.M.Bhole (2009), *Financial Institution and Markets*, Tata McGraw Hill, New Delhi.
- 2.N.Venkat rao (2011), *Financial Institution and Markets*, Students helpline Publishing House Private Limited, Hyderabad.
- 3.S.M.Srivastava (2009), *Management of Financial Services- Institutions*, Himalaya Publications, New Delhi.
- 4.VasantDesai (2009), *Indian Financial System*, Himalaya Publication, New Delhi.
- 5.H.R.MachiRaju (2009), *Indian Financial System*, Vikas Publications, New Delhi.

TRAINING AND DEVELOPMENT

(ELECTIVE –II)

II MBA: I Semester  
Course Code: C1033

L P C  
3 - 3

UNIT –I

**TRAINING CONCEPTS:** Introduction – concept-Training Process-Significance –Models of Training – Systematic Model –Transitional Model-Systems approach to training

**TRAINING IN ORGANIZATIONS:** Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process

UNIT –II

**NEED ANALYSIS AND TRAINING DESIGN:** The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory.

**TRAINING METHODS:** Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

UNIT –III

**IMPLEMENTATION & EVALUATION OF TRAINING:** Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation

UNIT –IV

**AREAS OF ORGANIZATIONAL TRAINING:** Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping

**TRAINING FUNCTION:** HR and the Training function – Training and corporate strategy- Organization and Management of Training Function-Role and Responsibility –Challenges to Training Managers.

UNIT –V

**CAREERS AND CAREER MANAGEMENT:** Concept and significance– Model Career Development (Career stages). Career Management Systems- Roles of Employees, Managers, Human Resource Managers and Company in Career Management

**UNDERSTANDING STRESS:** Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout

REFERENCE BOOKS:

- 1.P.Nick Blanchard, James W. Thacker, A.Anand Ram (2012) , "Effective Training" 4e, Pearson Publication
- 2.Anjali Ghansekar (2013), "Training & Development" Everest.
- 3.Raymond A Noe,Amitabh DeoKodwani,(2012),"Employee Training and Development" Tata McGraw Hill.
- 4.B, Rathan Reddy (2012), "Effective Human Resource Training &Developing Strategy", Himalaya Publication.



**DATABASE MANAGEMENT SYSTEMS**  
(ELECTIVE –II)

**II MBA: I Semester**  
**Course Code: C1034**

**L P C**  
**3 - 3**

**UNIT - I**

**INTRODUCTION:** Introduction and applications of DBMS, Purpose of data base, Data, Independence, Database System architecture- Levels, Mappings, Database, users and DBA

**DATABASE DESIGN:** Database Design Process, ER Diagrams - Entities, Attributes, Relationships, Constraints, keys, extended ER features, Generalization, Specialization, Aggregation, Conceptual design with the E-R model.

**UNIT - II**

**THE RELATIONAL MODEL:** Introduction to the relational model, Integrity constraints over relations, Enforcing integrity constraints, Querying relational data, Logical database design: E-R to relational, Introduction to views, Destroying/altering tables and views.

**RELATIONAL ALGEBRA AND CALCULUS:** Preliminaries, relational algebra operators, relational calculus - Tuple and domain relational calculus, expressive power of algebra and calculus.

**SQL:** Basics of SQL, DDL,DML,DCL, structure – creation, alteration, defining constraints – Primary key, foreign key, unique, not null, check, IN operator, Functions - aggregate functions, Built-in functions – numeric, date, string functions, set operations, sub-queries, correlated sub-queries, Use of group by, having, order by, join and its types, Exist, Any, All , view and its types. transaction control commands – Commit, Rollback, Save point, cursors, stored procedures, Triggers

**UNIT - III**

**SCHEMA REFINEMENT AND NORMAL FORMS:** Introduction to schema refinement, functional dependencies, reasoning about FDs. Normal forms: 1NF, 2NF, 3NF, BCNF, properties of decompositions, normalization, schema refinement in database design, other kinds of dependencies- overview of 4NF, 5NF, DKNF, case studies.

**UNIT - IV**

**TRANSACTIONS MANAGEMENT:** Transaction concept, transaction state, implementation of atomicity and durability, concurrent executions, Serializability, recoverability, implementation of isolation, transaction definition in SQL, testing for Serializability

**CONCURRENCY CONTROL AND RECOVERY SYSTEM:** Concurrency controls - lock based protocols, time-stamp based protocols, validation based protocols, multiple granularity, and deadlock handling. Recovery system - failure classification, storage structure, recovery and atomicity, log-based recovery, shadow paging, recovery with concurrent transactions, buffer management, failure with loss of non-volatile storage, advanced recovery techniques, remote backup systems.

**UNIT – V**

**QUERY PROCESSING & QUERY OPTIMIZATION:** Overview, measures of query cost, selection operation, sorting, join, evaluation of expressions, transformation of relational expressions, estimating statistics of expression results, evaluation plans, materialized views

**OVERVIEW OF STORAGE AND INDEXING:** Tree structured indexing - intuition for tree indexes, indexed sequential access method (ISAM), B+ Trees - a dynamic tree structure.

**REFERENCE BOOKS:**

1. Raghurama Krishnan, Johannes Gehrke , *Database Management Systems*, 3<sup>rd</sup> edition, Tata McGraw Hill, New Delhi, India.
2. Elmasri Navate , *Fundamentals of Database Systems*, Pearson Education, India.
3. Abraham Silberschatz, Henry F. Korth, S. Sudarshan (2005), *Database System Concepts*, 5<sup>th</sup> edition, McGraw-Hill, New Delhi, India.
4. Peter Rob, Carlos Coronel (2009), *Database Systems Design, Implementation and Management*, 7<sup>th</sup> edition.

**RETAIL MANAGEMENT  
(ELECTIVE –III)**

**II MBA: I Semester**  
**Course Code: C1035**

**L P C**  
**3 - 3**

**UNIT -I**

**INTRODUCTION:** Advent of retailing, functions of retailing types of retailing, customer buying behavior, retailing strategy, target market and retail format, growth strategies.

**MERCHANDISING PLANNING:** Meaning of merchandize planning, sources of merchandize, category management, busying systems to stores, allocation of merchandize.

**UNIT -II**

**PRICING STRATEGIES:** Retail pricing strategies, approaches for setting pricing, pricing adjustments, using price to stimulate retail sales, promoting the merchandize, implementing and advertising plan.

**STORE MANAGEMENT:** Objectives of good store design, store layout, space planning, merchandise presentation techniques and atmospherics, consumer behavior in retail marketing, retail store location, traffic flow and analysis, layout/design.

**UNIT -III**

**LOCATION STRATEGIES:** Shopping centers, freestanding sites, location and retail strategies, factors affecting the demand for a region or trade area, factors affecting the attractiveness of a site.

**RETAILING IN INDIA:** The present Indian retail scenario, factors affecting retailing in India, region wise analysis of Indian retailing, retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

**UNIT -IV**

**RETAIL PLANNING:** Strategic retail planning process, factors to be considered for retail planning. Human resource & administrative strategy, designing the organizational structure for retail firm, retail organization structures. Concept of franchising, evaluation of franchising, types, franchising in India

**UNIT -V**

**E – TAILING:** Introduction, definition, advantages & disadvantages, essentials of E – tailing, Business models, Issues of E- tailing, impact on various service organizations such as banks, travel & tourism, online job market.

Barriers of E –tailing, Indian scenario & future of E- tailing

**REFERENCE BOOKS:**

1. Swapna Pradhan (2009), *Retail Management*, Tata Mc Graw Hill, NewDelhi.
2. Lavy Weitz (2009), *Retailing Management*, Tata Mc Graw Hill, NewDelhi.
3. JudyStrauss, Aclcl. E, Ansary Raymond Frost (2009), *E-Marketing*, 3<sup>rd</sup> edition, Pearson Education, India.
4. S. D. Naidu, M. C. Raveendra (2010), *Marketing Management*, Students Helpline Publishing House Private Limited, Hyderabad.
5. Siva Kumar (2009), *Retailing Management*, Excel Publications, NewDelhi.
6. E-tailing Paperback – Import, 1 Jan 2000 by Bernadette Tiernan

**STRATEGIC MANAGEMENT ACCOUNTING  
(ELECTIVE –III)**

**II MBA: I Semester**  
**Course Code: C1036**

**L P C**  
**3 - 3**

**UNIT –I**

**INTRODUCTION:** Management accounting vs. Cost accounting vs. financial accounting, role of accounting information in planning and control.

**COST CONCEPTS AND MANAGERIAL USE OF CLASSIFICATION OF COSTS:** The management process and

Accounting cost analysis and control- direct and indirect expenses, allocation and appointment of overheads, calculation of machine hour rate.

**UNIT –II**

**COSTING FOR SPECIFIC INDUSTRIES:** Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, equivalent production

**MARGINAL COSTING I:** Introduction, features, advantages & disadvantages, application of marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line

**UNIT –III**

**MARGINAL COSTING II:** charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.

**UNIT – IV**

**BREAK-EVEN-ANALYSIS:** Application of BEP for various business problems. Inter firm comparison- need for inter firm comparison, types of comparisons, advantages.

**BUDGET:** Flexible budget, different types of budgets, sales budget, cash budget, production budget, master budget, performance budgets, material vs. purchase budgets, zero based budgeting.

**UNIT –V**

**BUDGETARY CONTROL:** Steps in budgetary control. An introduction to cost audit and management audit

**STANDARD COSTING:** Standard cost and standard costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance, sales and profit variance.

**REFERENCE BOOKS:**

1. M. Y.Khan, P K.Jain(2008), *Management Accounting: Theory and Problems*, 4<sup>th</sup> edition, Tata Mcgraw Hill, NewDelhi.
2. Colin Drury (2009), *Management and Cost Accounting*, Cengage Learning, India.
3. Sankar Reddy (2010), *Cost and Management Accounting*, Students Helpline Publishing House Private Limited, Hyderabad.
4. Sharma, Shashi. K. Gupta (2009), *Management Accounting*, Kalyani Publications, NewDelhi.
5. S.P.Jain, K.L.Narang(2009), *Cost and Management Accounting*, Kalyani Publications, NewDelhi, India
6. M. N. Arora (2009), *Cost Accounting*, Vikas Publications, NewDelhi.

**PERFORMANCE MANAGEMENT  
(ELECTIVE –III)**

**II MBA: I Semester**  
**Course Code: C1037**

**L P C**  
**3 - 3**

**UNIT –I**

**PERFORMANCE MANAGEMENT:** Concept, objectives, scope, and emerging significance of PMS, performance management system cycle.

**PERFORMANCE PLANNING:** Performance monitoring and coaching, performance measurement and team work, performance linked reward and development plan.

**UNIT –II**

**GOAL SETTING AND PERFORMANCE TARGETS:** Performance planning, linking individual and team goals to organizational goals. **PERFORMANCE ANALYSIS:** Objectives, factors influencing performance analysis, key result areas, key performance areas, key performance indicators.

**PERFORMANCE APPRAISAL:** Meaning of Performance appraisal, methods and approaches to performance appraisal, Traditional methods Appraisal.

**UNIT –III**

**PERFORMANCE MEASUREMENT:** Modern methods of performance appraisal, 360 - degree appraisal, behavioral anchored rating scales (BARS), self-appraisal, assessment centers, Assessment centers, Performance reviews, Coaching and Counseling, Performance Management in Manufacturing, Services and IT Sector with special reference to NALCO, State Bank of India, Infosys and ITC, Strategies for improving performance, and balance score card, HR scorecard.

**UNIT –IV**

**ENHANCING EMPLOYEE PERFORMANCE:** Analyzing Performance problems,. Performance counseling- Concept, process of counseling, forms of counseling, prerequisites for effective counseling, performance review counseling (PRC), Competency mapping, Principles and Skills competency based Performance Management.

**UNIT –V**

**ENHANCING EMPLOYEE PERFORMANCE:** Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems, Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans

**ANNUAL STOCK TAKING:** Mentoring employee development, reward and recognition, team performance.

**REFERENCE BOOKS:**

1. Prem Chadha (2003), *Performance Management*, Macmillan India, New Delhi.
2. T.P.Surya Chandra Rao, A.S .Roopa (2011), *Performance Management*, Students helpline Publishing House Private Limited, Hyderabad.
3. Kandula (2009), *Performance Management*, Prentice Hall of India, New Delhi, India.
4. V. S. P. Rao (2006), *Human Resource Management*, 2<sup>nd</sup> edition, Excel Books, New Delhi.
5. T.V.Rao (2008), *Performance Management and Appraisal Systems*, Response Publishers, New Delhi.
6. DineshK. Srivastava (2005), *Strategies for performance management*, Excel Books, New Delhi

**INFORMATION SYSTEMS, CONTROL AND AUDIT  
(ELECTIVE –III)**

**II MBA: I Semester**  
**Course Code: C1038**

**L P C**  
**3 - 3**

**UNIT –I**

**OVERVIEW OF INFORMATION SYSTEM AUDITING:**

Effect of computers on internal controls, effects of computers on auditing, foundations of information systems auditing, conducting an information systems audit - Audit standards-Importance of audit standard independence, AICPA pro announcement - The need for IT audit function- role of the IT auditor-Legal implications

**UNIT –II**

**THE MANAGEMENT CONTROL FRAMEWORK-I:** Managing IT audits- Establish a career development and planning-Evaluating IT audit quality- criteria for IT audit quality-IT auditing in new millennium. Introduction to management control, evaluating the planning function, evaluating the leading function, evaluating the controlling function, systems development management controls

**UNIT –III**

**THE MANAGEMENT CONTROL FRAMEWORK-II:** approaches to auditing systems development, normative models of the systems development process, evaluating the major phases in the systems development process, programming management controls, data resource management controls. Security management controls, operations management controls quality assurance management controls.

**THE APPLICATION CONTROL FRAMEWORK-I:** Boundary controls, input controls, communication controls.

**UNIT –IV**

**THE APPLICATION CONTROL FRAMEWORK-II:** Processing controls, database controls, output controls.

**EVIDENCE COLLECTION:** Audit software, code review, test data, and code comparison, concurrent auditing techniques, interviews, questionnaires and control flow charts. Performance management tools

**UNIT –V**

**EVIDENCE EVALUATION:** Evaluating asset safeguarding and data integrity, evaluating system effectiveness, evaluating system efficiency .Information systems audit and management, managing the information systems audit function.

**\*\* Case Study on information security and systems organizations**

**REFERENCE BOOKS:**

1. Ron Weber (2009), *Information Systems Control and Audit*, Pearson Education, India.
2. Davis (2007), *Information Technology Auditing*, Tata Mcgraw Hill, NewDelhi.
3. S.A.Kelkar (2009), *Software Project Management*, Prentice Hall of India, NewDelhi.
4. Royce (2006), *Software Project Management*, Pearson Education, NewDelhi.
5. RonWeber (2009), *Information Systems Control and Audit*, Pearson Education, India.
6. JamesA.Hall (2008), *Information Auditing and Assurance*, Cengage Learning, NewDelhi.

**PERSONAL EFFECTIVENESS SEMINAR**

**II MBA: I Semester**  
**Course Code: C1020**

**L P C**  
**- 4 2**

**Course Aim:**

The aim of this course is to enable students develop soft skills necessary for employability of MBA students.

**Learning Outcome: Students at the end of the course would be able to:**

- Loose fear of public speaking and feel confident about them-selves.
  - Participate in group discussions.
  - Face interviews.
  - Gain communication skills and be able to convince their view point to the superiors, peers and subordinates.
  - Time management skills to efficiently manage time in meeting deadlines in modern day organizations.
  - Life style management skills to grow in modern day organization and succeed in their chosen careers.
  - Help students to confidently face and succeed in the corporate selection processes.
- 
- Presentations
  - Group Discussions
  - Overcoming fear of facing Interviews
  - Time Management
  - Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

**REFERENCE BOOKS**

1. LAB: Globarena E-Mentoring System, by Globarena Technologies Pvt. Ltd, Hyderabad.  
It can be provided in LAN and also can be accessed by registering in <http://gems.globarena.net>.  
**Or any other software**
2. Sherfeild: Developing Soft skills-Pearson Education-2013.
3. Murphy: Effective Business communication, 7/e, TMH, 2013.
4. Colin BEARD: Experiential Learning, Kogan Page, 2013.
5. Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012.

**INDUSTRY REPORT ANALYSIS**

**II MBA: I Semester**  
**Course Code: C1021**

**L P C**  
**- 2 2**

**Course aim:** Aim is to show annual reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

**Learning Outcome:**

By the end of this mini project, students will be able to:

- Analyze balance sheet of an organization.
- Analyze profit and loss of an organization.
- Analyze investment portfolio of the organization.
- Analyze profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

**EXERCISES**

1. Analysis of profitability ratios.
2. Analysis of structural ratios.
3. Analysis of asset turnover ratios.
4. Analysis of liquidity ratios.
5. Analyse Growth, Stability and Stock Performance.

**REFERENCE BOOKS:**

John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.  
Refer Books Under 13MBA03 - Financial Accounting and Analysis, 13MBA11-Financial Management.

## **II MBA II SEMESTER SYLLABUS**



**ENTREPRENEURSHIP**

**II MBA: II Semester**  
**Course Code: C1022**

**L P C**  
**3 - 3**

**UNIT -I**

**NATURE OF ENTREPRENEURSHIP:** Characteristics, qualities and skills of an Entrepreneur, functions of entrepreneur, entrepreneur scenario in India and abroad, forms of entrepreneurship, small business enterprises - importance of Indian economy, first mover – advantages and disadvantages, risk reduction strategies - market scope strategies, imitation strategies and managing newness.

**ASPECT OF PROMOTION I:** Generation of new entry opportunities, SWOT analysis, technological competitiveness, legal regulatory system, patents and trademarks, intellectual property rights, project planning and feasibility studies, major steps in product development.

**UNIT -II**

**ASPECT OF PROMOTION II:** Financial aspects, sources of raising capital, debt-equity, financing by commercial banks, government grants and subsidies, entrepreneurship promotion, schemes of department of industries - DICs, KVIC, SIDBI, NABARD, NSIC, APSFC, IFCI and IDBI.

**INTRODUCTION TO BUSINESS ETHICS:** Definition of Ethics, necessity for business ethics, basic principles in ethics, nature and theory of ethics, need for ethical guideline, salient issues in ethics and commerce, ethics as a luxury, earlier attempts at ethics

In industry, justification for ethics, effect of migration of national character, shadow economy, corporate audits, political issues.

**UNIT -III**

**UNDERSTANDING CORPORATE GOVERNANCE:** Corporate governance, capitalism at cross roads historical perspective of corporate governance, issues of corporate governance, theoretical basis of corporate governance, corporate governance mechanisms, Indian model of governance good corporate governance, corporate governance committees, OECD principles, Indian committee and guidelines, the confederation of Indian industry's initiative, corporate governance models.

**UNIT -IV**

**CORPORATE SOCIAL RESPONSIBILITY:** System concept of business society, social responsibility, social responsibility tools, approaches to ethics, corporate social accountability, business in a social world ethics and social responsibility, professional ethics, ethics of practicing company secretaries, ethical investing.

**PROJECTMANAGEMENT:** Concept of project and classification of project identification, project formulation- project design, project planning, and social cost benefit analysis, financial analysis.

**UNIT -V**

**PROJECTAPPRAISAL:** Project report and guidelines for preparing a project report, project Appraisal, Significance of project appraisal, Profitability appraisal, and project financing.

**ENTREPRENEURIAL TRAINING:** Designing appropriate training programmes to inculcate Entrepreneurial Spirit, significance of entrepreneurial training, Training for emerging and Existing Entrepreneurs, challenges of new venture start-ups, poor financial understanding–critical factors for new venture development.

**REFERENCE BOOKS:**

1. Mathew, J.Manimala (2009), *Entrepreneurship Theory at the Cross roads*, Wiley India, New Delhi, India.
2. Bholanath Dutta (2009), *Entrepreneurship*, Excel Publication, New Delhi, India.
3. N.Venkat Rao (2011), *Entrepreneurship and good Governance*, Students Helpline Publishing House Private Limited, Hyderabad.
4. Tabarrok (2009), *Entrepreneurial Economics*, Oxford University Press, New Delhi.
5. Jain (2009), *Hand Book of Entrepreneurs*, Oxford University Press, New Delhi.
6. Robert D.Hisrich, Michael P. Peters, Decin A. Shepherd (2009), *Entrepreneurship*, Tata Mc Graw Hill, New Delhi

**MANAGEMENT OF TECHNOLOGY**

**II MBA: II Semester**  
**Course Code: C1023**

**L P C**  
**3 - 3**

**UNIT – I:**

**The Process of Technological Innovation:** The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development- Techniques For Creative Problem Solving.

**UNIT – II:**

**Financial Evaluation of Research and Development Projects:** The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

**UNIT – III:**

**Research and Development:** Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

**UNIT – IV:**

**Technological Forecasting For Decision Making:** The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status.

**UNIT – V:**

**Transfer of Technology:** Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

**REFERENCE BOOKS**

1. Khalil: Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2009.
2. Krishnamacharyulu: Management of Technology, HPH, 2009
3. V.K.Narayanan: Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2009.
4. Krishnamacharyulu & Lalitha: Management of Innovation, Himalaya, 2009.
5. Norma Harison and Samson: Technology management –Text and cases, TMH, 2009
6. Shane: Technology Strategy for Managers and Entrepreneurs, Pearson,2009.

**INTERNATIONAL BUSINESS  
(ELECTIVE –IV)**

**II MBA: II Semester  
Course Code: C1039**

**L P C  
3 - 3**

**UNIT –I**

**THE STRUCTURE AND STRATEGY OF INTERNATIONAL BUSINESS:** An overview of international business environment, International Business strategies of the firm, profiting from global expansion. Pressures for cost reductions and local responsiveness

**STRATEGIC CHOICES: THE ORGANIZATION OF INTERNATIONAL BUSINESS:** Control systems and incentives -entry strategyandstrategicaliances–Theoryofglobalcompetitivenessalignment, mapping competitiveness shifts.

**UNIT –II**

**MANAGING TECHNOLOGY AND KNOWLEDGE IN INTERNATIONAL OPERATIONS:** Problems of control in an international company – Designing an international control system – Understanding Technology –Technology transfer–Knowledge in Organizations– the process of knowledge management in international organizations - Negotiations and Decision making across borders and cultures.

**MERGERS AND ACQUISITIONS (M & A):** Implications for India for the practice of global leadership in business, Ethics and Social Responsibilities of International Firms- International ethical codes of conduct –Cross Cultural, Cross Religion and Cross Racial Issues.

**UNIT –III**

**ROLE OF MULTINATIONAL ENTERPRISES (MNEs):** How MNE's exploit market imperfections– seeking markets, efficiency and knowledge–MNE's and life cycle of product–The MNE's and competitive advantage of nations– Regulatory environment of MNE's – Guidelines for Managers of MNE's - Areas of particular concern to MNE's

**MULTINATIONAL BANKRUPTCY:** Cross Border Liability and Trade Disputes–Protection of Intellectual Property– Trade-offs between business abroad and national security / foreign policy at home – Role of Indian MNE's in International Business – Hidden Values and responsibilities to stakeholders.

**UNIT –IV**

**INTERNATIONAL ECONOMIC INSTITUTIONS AGENCIES AND AGREEMENTS REGIONAL TRADING ARRANGEMENT:**

The European Union and NAFTA–Bilateral Trade laws, Multilateral Trade laws–An overview of GATT/WTO, IMF and World Bank Group, UNCTAD, ILO, Regional Economic Integration–Trade Areas and Economic Unions–OPEC–Commercial policy implications of customs union– International Economic Policies–Policy Implications of barriers to trade–Debate on Trade policy i.e. free trade verses protectionism – The China Syndrome –impact of International Economic Institutions and Agencies.

**UNIT –V**

**FUNCTIONAL OPERATIONS MANAGEMENT:** International Marketing Strategy–International HR management strategy–International Operations Management Strategy–International Financial Management Strategy–Global Standard Quality Management – Porter's model of competitive advantage – The 10-P model of global strategic management–A Global perspective on corporate governance mechanisms.

**REFERENCE BOOKS:**

1. Hodgetts, Luthans Doh (2010), *International Management*, Tata Mc graw hill, New Delhi.
2. K Aswathappa (2010), *International Business*, 4<sup>th</sup> Ed., Tata Mc graw hill, New Delhi.
3. Stuart Wall, Bronwen Rees, Sonal Minocha (2009), *International Business*, 3<sup>rd</sup> Ed., Pearson Education, New Delhi.
4. Pradip N. Khandwalla (2009), *Lifelong creativity - an unending fest*, Tata Mc graw hill, New Delhi.
5. John Daniels, Lee H Rade baugh (2011), *International Business*, Pearson Education, New Delhi.

**STRATEGIC INVESTMENT AND FINANCING DECISION  
(ELECTIVE –IV)**

**II MBA: II Semester**  
**Course Code: C1040**

**L P C**  
**3 - 3**

**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 Mont 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 payback, post payback, surplus life and surplus payback, bail-out payback, return on investment, equivalent annual cost, and terminal value.  
**INVESTMENT DECISIONS UNDER CAPITAL CONSTRAINTS:** Single period constraint, multi period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz simulation and hillier approaches, significance of information and data banking project selection.

**UNIT -IV**

**INTERNATIONAL CAPITAL STRUCTURE:** Leverage effect and shareholders' risk, capital structure planning and policy, financial options and value of the firm, dividend policy and value of the firm, Modigliani Millar model, and Hamada model of market risk, the tradeoff models and agency costs.  
**MERGER STRATEGY:** Theories of mergers, horizontal and conglomerate mergers, merger procedure, valuation of firm, financial impact of merger, merge and dilution, effect on earnings per share, merger and dilution effect on business control.

**UNIT -V**

**STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS:** Lease financing, leasing vs. operating risk, barrowing vs. procuring. Hire purchase and installment decisions  
**TURNAROUND STRATEGIES:** Corporate restructuring, distress restructuring strategy, selloffs, spinoffs, leveraged buyouts.

**REFERENCEBOOKS:**

1. Prasanna Chandra (2009), *Financial Management Theory and Practice*, Tata McGraw Hill, New Delhi, India.
2. V. Murali Krishna (2011), *Strategic Investment and Finance Decision*, Students helpline Publishing House Private Limited, Hyderabad.
3. MY.Khan, P K .Jain (2008), *Financial Management Text, Problems and cases*, Tata McGraw Hill, New Delhi, India.
4. Alan Shapiro (2008), *Capital Budgeting and Investment analysis*, Pearson Education, New Delhi.
5. Van Horn JC (2009), *Financial Management and Policy*, Prentice Hall of India
6. Edwin J Elton, Martin J Gruber, Stephen J Brown, William N.Goef Z Mann : *Modern Portfolio Theory and Investment Analysis*. 2013.

**COMPENSATION AND REWARD MANAGEMENT**  
**(ELECTIVE -IV)**

**II MBA: II Semester**  
**Course Code: C1041**

**L P C**  
**3 - 3**

**UNIT -I**

**COMPENSATION:** Wage and salary policies in organization, role of HR department in wage and salary administration, payroll administration, executive remuneration components, base salary, annual bonus, long term incentives, and perquisites. Recent trends in executive remuneration in Indian organizations and MNCs.

**UNIT -II**

**COMPENSATION STRUCTURE:** Components of wage, CTC, pay scales, D. A, calculation of variable dearness allowance (DA), bonus, provident fund, gratuity, ESI, compensation in case of accidents.

**UNIT -III**

**LABOUR WELFARE:** Definition, scope, objectives, importance, origin and development.

**AGENCIES OF LABOUR WELFARE:** Government, employers, voluntary organizations, trade unions and international labour organization (ILO).

**EMPLOYEE WELFARE PROGRAMMES:** Statutory, non-statutory, intramural and extramural, labour welfare policy, evaluation, feedback and revision.

**UNIT -IV**

**SOCIAL SECURITY:** Concept, scope, social assistance and social insurance, development of social security in India.

**UNIT -V**

**LABOUR ADMINISTRATION:** Central and state labour machinery in India, labour administration in Andhra Pradesh.

**REFERENCEBOOKS:**

1. Richard I. Henderson (1994), *Compensation Management: Rewarding Performance*, 6<sup>th</sup> edition, Prentice Hall of India, India.
2. Goel (2009), *Performance appraisal and compensation management approach— a modern approach*, Prentice Hall of India, New Delhi
3. A. Santhosh Roopa (2011), *Compensation and Reward Management*, Students helpline Publishing House Private Limited, Hyderabad.
4. B. D. Singh (2007), *Compensation and reward system*, Excel Books, Hyderabad.
5. Marticho (2008), *Strategic compensation*, Pearson Education, India.

**SYSTEM ANALYSIS AND DESIGN**  
**(ELECTIVE –IV)**

**II MBA: II Semester**  
**Course Code: C1042**

**L   P   C**  
**3   -   3**

**UNIT I:**

Overview of Systems Analysis & Design: Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation. Business Process Re-engineering: Concepts, Process involved; Case study.

**UNIT II:**

Analysis and Design Methodologies System Requirement Specification & Analysis: Fact finding techniques, data - flow Diagrams, data dictionaries, process organization & interactions, decision analysis, standards ( IEEE/ ISO). Data Modeling & Analysis Detailed Design Modularization: Module Specification, File Design, Systems Development involving Data Bases. Structured Design Methodology (SDM) Database Design Output Design. Input Design User Interface Design

**UNIT III:**

Object-Oriented Analysis & Design Modeling System Requirements using 'USE CASES'. Object Modeling: Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object Representation methods, Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Object oriented Design, Modeling & Design using UML, Activity Diagram & Swim lane Diagram, Sequence & Collaboration Diagram. OO Testing strategies & techniques

**UNIT IV:**

System Control & Quality Assurance through testing Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Testing strategies & techniques: Unit and integration testing, testing practices and plans; System Controls, Audit Trails, CASE Tools.

**UNIT V:**

Hardware & Software Selection: Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

**REFERENCE BOOKS:**

1. Systems Analysis and Design, Kenneth E. Kendall and Julie E. Kendall , Prentice Hall TR, 5<sup>th</sup> Edition, 2001
2. Hoffer, J., J. George and J. Valacich. Modern Systems Analysis and Design 3rd ed. Prentice-Hall, Inc.
3. Information Systems Development: Methodologies, Techniques, and Tools D.E. Avison and G. Fitzgerald
4. Analysis and Design of Information Systems, Arthur M. Langer
5. Systems Analysis And Design Alan Dennis, Barbara Haley Wixom



**SALES AND MARKETING COMMUNICATIONS**  
**(ELECTIVE –V)**

**II MBA: II Semester**  
**Course Code: C1043**

**L P C**  
**3 - 3**

**UNIT -I**

**INTRODUCTION:** Nature, scope and meaning of sales management , evaluation of sales management, roles, types and skills of sales managers, sales objectives, strategies and tactics, emerging trends sales management, linking sales and distribution management, psychology and selling-buying decisions, sales knowledge and sales related marketing policy's-sales process, transactional and relationship selling.

**UNIT -II**

**MANAGEMENT OF SALES-I:** Strategic planning, role of marketing and sales, marketing and personal selling strategies, sales strategy, developing sales forecast, forecasting approaches, sales budget, defining sales territories, procedures for designing territories, assigning territories to people managing territories, sales quotas.

**MANAGEMENT OF SALES-II:** Concept of sales organization, types of sales organization structures, specialization with in sales organization, sizing and staffing the sales force, training and motivating sales force, compensating and leading sales force, sales force expenses, marketing audit, sales force audit, evaluation of sales organization, evaluating and controlling the performance of sales force.

**UNIT –III**

**UNDERSTANDING MARKETING COMMUNICATION:** Understanding Marketing Communication, Integrated Marketing Communication (IMC), Integrated Marketing Communication as an Integral part of Marketing, Understanding the Communication process, Communication Mix

**UNIT-IV**

**MARKETING COMMUNICATION MIX I:**

Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity

**MARKETING COMMUNICATION MIX II:**  
Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

**UNIT-V**

**UNCONVENTIONAL PROMOTIONAL MEDIA:** Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

**SOCIAL ASPECTS OF ADVERTISING:** Social Aspects of Advertising and Promotion Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising.

**ETHICAL ASPECTS OF ADVERTISING:** Truth in Advertising, Advertising to children, advertising controversial products, Social Aspects of Advertising.

**REFERENCEBOOKS:**

- 1.Tanner (2009), *Sales Management*, Pearson Education, New Delhi, India.
- 2.George E Belch, Michael A Belch, Keyoor puravi (2013), *Advertising and Promotions An Integrated Marketing Communications perspective*, TMH.
- 3.Donald J. Bowersox, M. Bixby Looper (2008), *Strategic Management Marketing and channel management*, Tata Mc graw Hill, New Delhi.

4. G. Suneetha (2011), *Sales and Distribution Management*, Students helpline Publishing House Private Limited, Hyderabad.
5. Chunnawala (2009), *Advertising, sales and performance management*, Himalaya Publishing House, New Delhi.
6. Jaishri Jethwaney, Shruthi Jain (2012), *Advertising Management*, Second edition Oxford.
7. Semenile, Allen, O Guinn, Kaufmann (2012), *Advertising and Promotions, An Integrated brand approach*, 6<sup>th</sup> edition, Cengage.



**INTERNATIONAL FINANCIAL MANAGEMENT**  
(ELECTIVE –V)

**II MBA: II Semester**  
**Course Code: C1044**

**L P C**  
**3 - 3**

**UNIT -I**

**INTERNATIONAL FINANCIAL MANAGEMENT:** An overview, importance, nature and scope, theories of international business, international business methods, recent changes and challenges in IFM.

**INTERNATIONAL FLOW OF FUNDS:** Balance of payments, (BOP), fundamentals of BOP, accounting components of BOP, factors affecting on international trade flows, agencies that facilitate international flows, Indian BOP trends.

**UNIT –II**

**INTERNATIONAL MONETARY SYSTEM:** Evaluation, gold standard, Bretton woods system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the economic and monetary unions (EMU).

**UNIT –III**

**FOREIGN EXCHANGE MARKETS:** Function and structure of the forex markets, major participants, types of transactions, and settlement dates, foreign exchange quotations, process of arbitrage, speculation in the forward market, Currency futures and options markets.

**EURO MARKETS:** Overview of euro market, euro currency market, euro credit market, euro bond market, international stock market.

**UNIT –IV**

**EXCHANGE RATES:** Measuring exchange rate movements, factors influencing exchange rates, government influence on exchange rate, exchange rate systems, managing foreign exchange risk, international arbitrage and interest rate parity, relationship between inflation and interest rates and exchange rates, purchasing power parity, international fisher effect, fisher effect.

**UNIT –V**

**LONG TERM ASSET LIABILITY MANAGEMENT:** Foreign direct investment, international capital budgeting, international capital structure and cost of capital, international portfolio management, international financing, equity, bond financing, parallel loans.

**SHORT TERM ASSETS AND LIABILITY MANAGEMENT:** International cash management, accounts receivables management, inventory management, payment methods of international trade, trade finance methods, export import bank of India, recent amendments in EXIM policy, regulations and 10.guidelines.

**REFERENCEBOOKS:**

1. P. G. Apte (2009), *International Financial Management*, Tata Mc Graw Hill, New Delhi.
2. Jawahar Babu (2011), *International Financial Management*, Students helpline Publishing House Private Limited, Hyderabad.
3. V. A. Avadhani (2008), *International Financial Management*, Himalaya Publishing House, Hyderabad.
4. Srivastava (2009), *Multinational Financial Management* Excel Publications, Hyderabad.
5. P. G. Apte (2009), *International Financial Management*, Tata Mc Graw Hill, New Delhi.

**INDUSTRIAL RELATIONS  
(ELECTIVE –V)**

**II MBA: II Semester**  
**Course Code: C1045**

**L P C**  
**3 - 3**

**UNIT -I**

**INDUSTRIAL RELATIONS:** Economy and the labour force in India, approaches to industrial relations, industrial relations in comparative frames work management and employer organizations- introduction, origin and growth. Concept evaluation, background of industrial relations in India, influencing factors of IR in enterprise and the consequences

**TRADE UNIONS:** Introduction, definition and objectives, growth of trade unions in India trade unions act, 1926 and legal framework, union recognition, union problems, employees association -introduction, objective membership, financial status.

**UNIT –II**

**COLLECTIVE BARGAINING:** Nature and legal frame work of collective bargaining, levels of bargaining and agreements, change in the labour, management relations in the post, liberalized India, changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security, negotiating techniques and skills, drafting of an agreement.

**UNIT –III**

**TRIPARTISM AND SOCIAL DIALOGUE:** Types and levels of Tripartism, social dialogue and there form process, strengthening tripartite social dialogue, role of government in industrial relations.

**FACTORIES ACT:** Factories act 1948; Contract Labour (regulation and abolition) Act 1970, A.P shops and Establishments Act 1988.

**UNIT –IV**

**LABOR LEGISLATION-I:** Worker's compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National Wage Policy.

**EMPLOYEE GRIEVANCES:** Grievance handling, employee grievances, causes of grievances, conciliation, arbitration and adjudication procedural aspects for settlement of grievances, code of discipline.

**UNIT –V**

**INDUSTRIAL DISPUTES:** Meaning, nature and scope of industrial disputes, cases and consequences of industrial disputes, prevention and settlement of industrial disputes in India Industrial dispute act- 1947.

**REFERENCE BOOKS:**

1. P.R.N.Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar (2004), *Industrial Relations, Trade Unions and Labour Legislations*, Pearson Education, India.
2. Shamshuddin Shaik (2011), *Management of Industrial Relations*, Students helpline Publishing House Pvt. Ltd., Hyderabad.
3. V.S.P.Rao (2002), *Human Resource Management: Text & Cases*, Anurag Jain, New Delhi.
4. R. S. Dwivedi (2002), *Managing Human Resources/Personnel Management in Indian enterprises*, Galgotia Publishing Company, New Delhi.
5. B D.Sing (2009), *Industrial Relations and Labor Laws*, Excel Books, New Delhi.

**DATA WAREHOUSING AND DATAMINING**  
**(ELECTIVE –V)**

**II MBA: II Semester**  
**Course Code: C1046**

**L P C**  
**3 - 3**

**UNIT - I**

**MANAGING DATA:** Individual data management, organizational data management, components of organizational memory, evaluation of data base technology

**FILE ORIENTED SYSTEMS:** Meeting the need for random access processing information as resource, other limitations of traditional file systems, data base systems, hierarchical network model systems, relational database systems, database systems, hardware, software, data, people and relationship of the four system components.

**UNIT –II**

**DATABASE SYSTEMS IN THE ORGANISATIONS:** Data sharing and databases, sharing data between functional units, sharing data between different levels of users, sharing data between different locations, the role of the database, strategic database planning, the need for database planning, the database project, the database development life cycle (DDLC).

**RISKS AND COSTS OF DATABASE:** Organizational conflicts, development project failures, system failure, overhead costs, need for sophisticated personnel, separating physical and logical data representation, client / server database architecture, three level database architecture.

**UNIT-III**

**DATA WARE HOUSING INTRODUCTION:** What is a data ware house, who uses data ware house, need for data ware house, and applications of data ware house concepts.

**THE DATA WAREHOUSE DATA BASE:** Context of data warehouse data base, data base structures, organizing relational data ware house, multi-dimensional data structures, choosing a structure, getting data in to the data ware house, extraction, transformation, cleaning, loading and summarization.

**UNIT-IV**

**ANALYZING THE CONTEXTS OF THE DATA WAREHOUSE:** Active analysis, user queries, OLAP, OLAP software architecture, web based OLAP, general OLAP product characteristics, automated analysis, data mining, creating a decision tree, correlation and other statistical analysis, neural networks, nearest neighbor approaches, putting the results to use.

**UNIT-V**

Case study on enterprise at a base system using data ware housing OLAP

**REFERENCEBOOKS:**

1. George M Markas (2009), *Modern Data Ware housing, Mining and Visualization*, Pearson Education, New Delhi.
2. Bharat Bushan Agarwal (2009), *Data Mining and Data Ware Housing*, University Science Press, New Delhi.
3. Gary W Hansen, James V Hansen(2000), *Data Base Management and Design*, 2<sup>nd</sup> edition, Prentice Hall of India, New Delhi.
4. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom (2001), *Data Base System Implementation*, Pearson Education, India.

**RURAL & AGRICULTURAL MARKETING**  
(ELECTIVE –VI)

**II MBA: II Semester**  
**Course Code: C1047**

**L P C**  
**3 - 3**

**UNIT- I:**

**RURAL MARKETING** : Characteristics and Dimensions of Rural Markets, Significance, Limitations- Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.

**UNIT- II:**

**RURAL MARKET BEHAVIOR:** Rural consumer dimensions - Rural Demand Dimension - Rural Market Segmentation - Consumer Behavior in Rural Markets - Approach to Rural Markets of India - Classification of products and services in Rural marketing, Marketing Mix for Rural Marketing - Product Planning for Rural Products - Pricing Methods and Strategies for Products of Rural Markets - Product Management in Rural Markets

**UNIT - III:**

**CHANNEL OF DISTRIBUTION:** Distribution pattern and methods in rural markets - Special characteristics of rural channels - Storage, warehousing and transportation - Marketing Communication in Rural Markets : Promotion as a component in marketing communication -Advertising and sales promotion for rural markets - Evaluation of promotional activities.

**UNIT - IV:**

**AGRICULTURAL MARKETING:** Definition of market and agricultural marketing - historical development, approaches - classification of markets - types of marketing functions and services - agricultural marketing system - marketing development and planning - marketing efficiency and input marketing.

**UNIT - V:**

Structure and Model of Agri-Marketing Organizations with functions - market planning - management of Agri- marketing personnel - motivation and human relations in improving organizational efficiency - various communication methods - effective co-ordination of various marketing functions - man-power and hygienic conditions in the markets and food supply chain management. Export potential for farm products -Supporting Services, Advantages & Limitations of Organized retailing in Agri Inputs and Outputs, new trends in Agri Marketing, SCM In Agri Business i.e. Cold Chains, Organized procurement & warehousing

**REFERENCE BOOKS:**

1. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
2. Agricultural Marketing in India – S. S Acharya and N L Agarwal -Oxford & IBH Publishing Co Pvt Ltd Calcutta
3. Badi & Badi : Rural Marketing
4. Arora, R.C. : Integrated Rural Development , S. Chand, 1986
5. Rajgopal : Managing Rural Business , sage publications, 1995
6. Gopalaswamy, T.P. : Rural Marketing - Environment, Problems And Strategies, 3E, vikas publishing house ltd.,

**FINANCIAL DERIVATIVES  
(ELECTIVE –VI)**

**II MBA: II Semester**  
**Course Code: C1048**

**L P C**  
**3 - 3**

**UNIT-I**

**INTRODUCTION TO DERIVATIVES** – Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

**UNIT-II**

**FUTURE AND FORWARD MARKET** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

**UNIT-III**

**(A) OPTIONS** – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

**(B) BASIC OPTION STRATEGIES** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

**UNIT-IV**

**COMMODITY MARKET DERIVATIVES** Introduction, Types, Commodity Futures and Options, Swaps, Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer : M. Ranganatham & R.Madhumathi)

**UNIT-V**

**SWAPS:** Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

**REFERENCE BOOKS:**

1. M.Ranganatham & R.Madhumathi : Derivatives and Risk Management, Pearson, 2012
2. Robert A Strong: Derivatives – An Introduction, Thomson, 2012
3. Gupta: Financial Derivatives, PHI 2012
4. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
5. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
6. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.



**INTERNATIONAL HUMAN RESOURCE MANAGEMENT  
(ELECTIVE –VI)**

**II MBA: II Semester**  
**Course Code: C1049**

**L P C**  
**3 - 3**

**UNIT I:**

Understanding International Business Operations– Stages of Internationalization and Global Business– Importance of People Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM)– Variables that moderate differences between Domestic & International HRM– Economic Development and the management of human resources–Organisation of work in International context

**UNIT II:**

International Recruitment, Selection and Compensation: Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs— Objectives of International Compensation–Key Components of a Potential Compensation program–Approaches to International Compensation.

**UNIT III:**

Performance Management and Employee Development in IHRM–Criterion used for performance appraisal of International employees–appraisal of HCNs – The International HRM perspectives in Training and Development –expatriate training: Important Issues and Concerns

**UNIT IV:**

Global Employment Relations and Employment Laws– Cross-border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross-country perspective– Labour Union and International Employment Relations—Response of labour unions to multinationals.

**UNIT V:**

Issues and Challenges in I.H.R.M:– Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context– flexibility–IHRM issues in different strategic options of organizations-Case studies on International Human Resource Management Suggested Readings:

**REFERENCE BOOKS:**

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
4. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford
5. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press

**E -COMMERCE**  
**(ELECTIVE –VI)**

**II MBA: II Semester**  
**Course Code: C1050**

**L P C**  
**3 - 3**

**UNIT -I**

**INTRODUCTION TO E-COMMERCE:** Framework, architecture, benefits and impact of e-commerce, the anatomy of e-commerce applications, e-commerce consumer applications, e-commerce organization applications, e-commerce in India, prospects of e-commerce.

**NETWORK INFRASTRUCTURE FOR E-COMMERCE:** Intranet, extranet, internet backbone in India, ISP and services in India, OSI model, standards and overview of TCP/IP, internet security, ecommerce and internet.

**UNIT –II**

**E-COMMERCE MODELS:** Business to business hubs, market places, business -to-business exchange, business to consumer, consumer to consumer, business to government, government to government.

**UNIT –III**

**E-ADVERTISING AND MARKETING:** The new age of information based marketing, emergence of internet as a competitive advertising media, market research, weakness in internet advertising, e- advertising and marketing in India.

**ELECTRONIC PAYMENT SYSTEMS:** Introduction to payment systems, on-line payment systems, pre-paid e-payment system, postpaid e-payment system, and requirements metrics of a payment system.

**UNIT –IV**

**ELECTRONIC DATA EXCHANGE (EDI):** Definitions and applications, standardization and EDI, EDI legal security and privacy issues, advantages and limitations of EDI.

**UNIT –V**

**E-SECURITY:** Securing the business on Internet, security policy, procedures and practices, transaction security, cryptology, digital signatures, security protocols for web commerce, e- CRM, CRM, what is e-CRM and its applications?

Case study on electronic data exchange, electronic payment systems

**REFERENCE BOOKS:**

1. Jeffrey F. Rayport, Bernard J. Jaworski (2003), *Introduction to E-commerce*, Tata McGraw Hill, New Delhi.
2. Kamallesh K. Bajaj, Debjani Nag (2009), *E-Commerce, the Cutting Edge of Business*, Tata McGraw Hill, New Delhi.
3. P. T. Joseph (2009), *E-Commerce*, Prentice Hall of India, New Delhi.
4. Gary P. Schneider (2009), *E Commerce*, Cengage Learning, New Delhi.
5. Kenneth C. Laudon (2009), *E-commerce*, Pearson Education, New Delhi, India.