

ACADEMIC REGULATIONS

M.B.A. Program

Regulation: R16

Applicable for the students admitted from the Academic year 2016-17 onwards



AUDISANKARA
COLLEGE OF ENGINEERING & TECHNOLOGY
An Autonomous Institute Affiliated to JNTUA, Ananthapuram & Accredited by NAAC with 'A' Grade

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www.audisankara.ac.in

REGULATIONS FOR MBA TWO YEAR REGULAR COURSES ACADEMIC REGULATIONS

R 1.0 Eligibility for Admission:

The selection for category A and B seats shall be as per APSCHE rules in consonance with government reservation policy.

- a) Under Category A: 70% of the seats are filled by participating in ICET counseling.
- b) Under Category B: 30% seats are filled on merit basis as per guidelines of (APSCHE).

R 2.0 Semester wise Course Break-up:

Sem	Theory	Lab	Total Credits
1 st	6	2	22
2 nd	6	2	22
3 rd	7	1+ Internship	25
4 th	4	Project Work	22
Total	23	5+Internship+ Project Work	91

R 2.1 Course wise break-up for the total credits:

Total Theory Courses : 23 @ 3 credits each	= 69
Total Laboratory Courses : 5 @ 2 credits each	= 15
Internship : 1 @ 2 credits	= 2
Project work : 1 @ 22 credits	=22

R 3.0 Division of marks for Internal and External assessment:

Course	Marks for Internal Assessment	Marks for External Assessment
Theory Course	40	60
Laboratory Courses	25	50
Internship	25	50
Project work	Grade	Grade

R 4.0 Evaluation Methodology:

R 4.1 Theory Course:

Each theory course will be evaluated for a total of 100 marks, consisting of 40 marks for Continuous assessment and 60 marks for semester end examination. Following is the scheme for continuous assessment:

Scheme for Continuous Assessment:

Assessment Component	Marks	Schedule	Final Marks
Assignment Test#1 (AT#1)	5	After and on Unit#1	
Sessional Exam#1 (SE#1)	30	At the end of Unit#1 & 2	
Assignment Test#2 (AT#2)	5	After and on Unit#3	
Sessional Exam#2 (SE#2)	30	At the end of Unit#3 & 4	80% of first best SE + 20% of second best SE (30M) + AT#1 (5M) + AT#2 (5M)

4.1 (a) Scheme for SE Marks:

Two Sessional examinations (SE) each for 30 marks with the duration of 90 minutes each will be conducted for every theory course in a semester. The SE marks shall be awarded giving a weightage of 80% in the SE in which the student scores more marks and 20% in the remaining SE.

4.1 (b) Scheme for Assignment Test Marks:

Assignment test#1 shall be conducted for 5M at the end of Unit#1 covering the syllabus of unit#1. Assignment test#2 shall be conducted for 5M at the end of Unit#3 covering the syllabus of unit#3. Questions for Assignment test shall address the topics covered/ extension of the covered topics/Case Studies.

R 4.2 Laboratory Course:

- Each lab will be evaluated for a total of 75 marks consisting of 25 marks for continuous assessment and 50 marks for semester end lab examination. Out of 25 marks of internal assessment, continuous lab assessment will be done for 15 marks for the day to day performance and 10 marks for the final internal lab assessment. The semester end lab examination for 50 marks shall be conducted by two Examiners, one of them being laboratory class Teacher as internal examiner and an external examiner nominated by the Principal from the panel of experts recommended by HOD.

R 4.3 Internship

All the students shall undergo the summer internship during summer break after 2nd semester. The minimum internship period is four weeks and the students have an option of choosing their own industry/area of interest, which may be related to their respective branch or any other service oriented task. A self-study report for the internship shall be submitted and evaluated during the 3rd semester and will be evaluated for a total of 75 marks consisting of 25 marks for internal assessment and 50 marks for semester end examination. Internal assessment shall be done by the internship supervisor. Semester end examination for 50 marks shall be conducted by two examiners, one of them being internship supervisor as internal examiner and an external examiner nominated by the Principal from the panel of experts recommended by HOD.

R 4.6 Project Work

All the students shall take up a Project work during 4th semester carrying 22 credits. Projects will be taken up batch wise and batches will be divided as per the guidelines. Every student shall be required to submit thesis or dissertation after completion of satisfactory work on a topic approved by the Project Review Committee.

- a. A Project Review Committee (PRC) shall be constituted with the Dean (R &D), Head of the Department and one senior faculty member of the department apart from the Project Supervisor.
- b. Registration of Project Work: A student is permitted to register for the project work in the beginning of the 4th semester.
- c. Candidate has to submit the title, objective and plan of action of his project work in consultation with his project supervisor to the Project Review Committee (PRC) for its approval during the fifth semester. After obtaining the approval by the Committee the student can initiate the Project work from the beginning of the 4th semester.
- d. Every candidate shall work on projects approved by the PRC of the College. Progress of the work will be reviewed from time to time by the PRC.
- e. On completion of the project work the candidate shall submit the draft copy of thesis to the Head of the Department for the approval of PRC and shall make an oral presentation.
- f. After the final approval of PRC, four copies of the Project Thesis certified by the supervisor shall be submitted to the Department.

- g. The thesis shall be evaluated by one examiner selected by the Chief Controller of examiner from a panel of 5 examiners, who are eminent in that field and nominated by the Head of the department in consultation with the Project supervisors.
- h. For the purpose of assessment, the following weightage are given for the continuous assessment and for the final evaluation of the project.
 - i. Weightage for Supervisor evaluation - 40 %
 - ii. Weightage for PRC evaluation - 10%
 - iii. Weightage for External evaluation - 50%

R 5.0 Attendance Requirements:

- a) It is desirable for a candidate to put on 100% attendance in all the subjects. However, a candidate shall be permitted to appear for the semester end examination provided s/he maintains a minimum of 75% overall attendance in the semester.
- b) The shortage of attendance on medical grounds can be condoned to an extent of 10% provided a medical certificate is submitted to the Head of the Department when the candidate reports back to the classes immediately after the leave. Certificates submitted afterwards shall not be entertained. Condonation fee as fixed by the college for those who put on attendance between $\geq 65\%$ and $<75\%$ shall be charged before the end examinations. Attendance may also be condoned as per the State Government rules for those who participate in sports, co-curricular and extra-curricular activities provided their attendance is in the minimum prescribed limits for the purpose and recommended by the concerned authority.
- c) In case of the students having over all attendance less than 65% after condonation shall be declared detained and has to repeat semester again.

R 6.0 Promotion Policies:

- a) A student shall be promoted to subsequent semester only if s/he fulfills the attendance requirement. In case a student fails to fulfill the attendance requirement, s/he has to repeat the semester in the next academic year.
- b) A Student will be promoted from 2nd semester to 3rd semester if s/he fulfills the academic requirements and earning of minimum of 50% credits up to 2nd semester.

R 6.1 Scheme for the award of Grade

- a) A student shall be deemed to have satisfied the minimum academic requirements and earn the credits for each theory course, if s/he secures

- i. Not less than 40% marks for each theory course in the semester end exam, and
- ii. A minimum of 40% marks for each theory course considering both internal and semester end examination.
- i. A student shall be deemed to have satisfied the minimum academic requirements and earn the credits for each Lab/ Technical Seminar/Internship/Project, if s/he secures not less than 50% marks for each Lab/ Term Paper/Mini Project/ Project course in the semester end exam,
and
- ii. A minimum of 50% marks for each Lab/ Technical Seminar/Internship/Project course considering both internal and semester end examination.

R 6.2 Graduation requirements:

The following academic requirements shall be met for the award of the MCA. Degree.

- a) Student shall register and acquire minimum attendance in all courses and secure 91 credits. However, the CGPA obtained for the best 88 credits shall be considered for the award of Grade/Class/Division.
- b) A student of a regular program who fails to earn 91 credits within four consecutive academic years from the year of his/her admission with a minimum CGPA of 4.0 shall forfeit his/her degree and his/her admission stands cancelled.

R 6.3 Award of Degree:

- a) Classification of degree will be as follows:
 - 1. $CGPA \geq 7.5$: First Class with Distinction
 - 2. $CGPA \geq 6.5$ and < 7.5 : Degree with First Class
 - 3. $CGPA \geq 5.5$ and < 6.5 : Degree with Second Class
 - 4. $CGPA \geq 4.0$ and < 5.5 : Degree with Pass Class
- b) Degree with Distinction will be awarded to those students who clear all the subjects in single attempt and secure a $CGPA \geq 8.0$ during his/her regular course of study.
- c) In case a student takes more than one attempt in clearing a course, the final marks secured shall be indicated by * mark in the marks memo.

All the candidates who register for the semester end examination will be issued memorandum of grades by the Institute. Apart from the semester wise marks memos, the institute will issue the provisional certificate subject to the fulfillment of all the academic requirements.

R7.0 Re-Admission Criteria:

A Candidate, who is detained in a year/semester due to lack of attendance/credits, has to obtain written permission from the Principal for readmission into the same semester after duly fulfilling all the required norms stipulated by the college in addition to paying the required fee.

R8.0 Conduct & Discipline:-

- (a) Students shall conduct themselves within and outside the premises of the Institute in a decent and dignified manner befitting the students of Audisankara College of Engineering & Technology.
- (b) As per the order of the Honorable Supreme Court of India, ragging in any form is considered a criminal offence and is totally banned. Any form of ragging will be severely dealt with.
- (c) The following acts of omission and / or commission shall constitute gross violation of the code of conduct and are liable to invoke disciplinary measures with regard to ragging.
 - (i) Lack of courtesy and decorum; indecent behavior anywhere within or outside the college campus.
 - (ii) Damage of college property or distribution of alcoholic drinks or any kind of narcotics to fellow students / citizens.
- (d) Possession, consumption or distribution of alcoholic drinks or any kind of narcotics or hallucinogenic drugs.
- (e) Mutilation or unauthorized possession of library books.
- (f) Noisy and unruly behavior, disturbing studies of fellow students.
- (g) Hacking in computer systems (such as entering into other person's areas without prior permission, manipulation and / or damage of computer hardware and software or any other cyber crime etc.
- (h) Usage of camera /cell phones in the campus.
- (i) Plagiarism of any nature.
- (j) Any other act of gross indiscipline as decided by the college academic council from time to time.
- (k) Commensurate with the gravity of offense, the punishment may be reprimand, fine, expulsion from the institute/ hostel, debarring from examination, disallowing

the use of certain facilities of the Institute, rustication for a specified period or even outright expulsion from the Institute, or even handing over the case to appropriate law enforcement authorities or the judiciary, as required by the circumstances.

- (l) For an offence committed in (i) a hostel (ii) a department or in a class room and (iii) elsewhere, the chief Warden, the concern Head of the Department and the Principal respectively, shall have the authority to reprimand or impose fine.
- (m) Cases of adoption of unfair means and/ or any malpractice in an examination shall be reported to the principal for taking appropriate corrective action.
- (n) All cases of serious offence, possibly requiring punishment other than reprimand, shall be reported to the Academic council of the college.
- (o) The Institute Level Standing Disciplinary Action Committee constituted by the academic council shall be the authority to investigate the details of the offence, and recommend disciplinary action based on the nature and extent of the offence committed.
- (p) The Principal shall deal with any problem, which is not covered under these rules and regulations.
- (q) **“Grievance and Redressal Committee” (General)** constituted by the Principal shall deal with all grievances pertaining to the academic / administrative / disciplinary matters.
- (r) All the students must abide by the code and conduct rules prescribed by the college from time to time.

R9.0 Transitory Regulations:

A student, who is detained or discontinued in the year/semester, on readmission shall be required to do all the courses in the curriculum prescribed for such batch of students in which the student joins subsequently.

R9.1 A student who is following the JNTUA, Anantapur curriculum/R13 regulations, detained due to lack of credits/ attendance at the end of the any semester of any year, shall join the forthcoming autonomous/ R13 batch (es) (which ever applicable) after fulfilling the requirements. Such students will study all the courses prescribed for that batch, in which the student joins. The student has to clear all backlog subjects if any by appearing in the supplementary examinations of JNTUA/R13 for the award of degree. The class will be

awarded based on the academic performance of a student. Such candidates will be considered on par with R13 stream and will be governed by the regulations applicable.

R9.2 A student who is following the JNTUA, Anantapur curriculum/R13, detained due to lack of credits/ attendance at the end of any semester, shall join the autonomous batch at the appropriate semester. Such candidates shall be required to pass in all the courses in the Programme prescribed by concerned BoS for such batch of students, to be eligible for the award of degree. However, exemption will be given in all those courses of the semester(s) of the batch, which the candidate joins now, which he had passed earlier. The student has to clear all his backlog subjects by appearing in the supplementary examinations, conducted by JNTUA, Anantapur and College (Autonomous Stream) for the Award of Degree. The class will be awarded based on the academic performance of a student in the JNTUA Pattern and academic regulations of JNTUA will be followed.

General:

- a) s/he represents “she” and “he” both
- b) Where the words ‘he’, ‘him’, ‘his’, occur, they imply ‘she’, ‘her’, ‘hers’ also.
- c) The academic regulations should be read as a whole for the purpose of any interpretation.
- d) In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman, Academic Council will be final.

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

Course Structure for MBA (Master of Business Administration) Regular Programme**Applicable for students admitted from 2016-17 Academic Year****MBA 1st Semester – Master of Business Administration**

S.No	Code	Course	L	T	P	C
1	16MB1101	Management and Organizational Behaviour	3	1	0	3
2	16MB1102	Business Environment	3	1	0	3
3	16MB1103	Managerial Economics	3	1	0	3
4	16MB1104	Soft Skills for Managers	3	1	0	3
5	16MB1105	Financial Accounting	3	1	0	3
6	16MB1106	Statistical Tools for Managerial Decisions	3	1	0	3
7	16MB2107	IT Lab-I for Managers	0	0	3	2
8	16MB2108	Soft Skills Lab for Managers	0	0	3	2
		TOTAL	18	6	6	22

MBA 2nd Semester – Master of Business Administration

S.No	Code	Course	L	T	P	C
1	16MB1201	Human Resource Management	3	1	0	3
2	16MB1202	Financial Management	3	1	0	3
3	16MB1203	Marketing Management	3	1	0	3
4	16MB1204	Production and Operations Management	3	1	0	3
5	16MB1205	Decision Analysis Techniques for Management	3	1	0	3
6	16MB1206	Business Research Methods	3	1	0	3
7	16MB2207	IT Lab-II for Managers	0	0	3	2
8	16MB2208	Business Simulation Lab-I	0	0	3	2
		TOTAL	18	6	6	22

MBA 3rd Semester – Master of Business Administration

S.No	Code	Course	L	T	P	C
1	16MB1301	Business Ethics and Corporate Governance	3	1	0	3
2	16MB1302	Entrepreneurship Development	3	1	0	3
3	16MB1303	Business Laws	3	1	0	3
ELECTIVE-I						
4	16MB1304	Financial Institutions, Market and Services	3	1	0	3
	16MB1305	Consumer Behaviour				
	16MB1306	Industrial relations and Labour Laws				
	16MB1307	E-Business				
ELECTIVE-II						
5	16MB1308	Security Analysis and Portfolio Management	3	1	0	3
	16MB1309	Services Marketing				
	16MB1310	Human Resource Development				
	16MB1311	Management of Software Project				
ELECTIVE-III						
6	16MB1312	Risk and Insurance Management	3	1	0	3
	16MB1313	Sales and Distribution Management				
	16MB1314	Strategic Human Resource Management				
	16MB1315	Enterprise Resource Planning				
ELECTIVE-IV						
7	16MB1316	Direct Taxes	3	1	0	3
	16MB1317	Logistics and Supply Chain Management				
	16MB1318	Leadership and Team Building				
	16MB1319	Data Warehousing and Data Mining				
8	16MB2320	Business Simulation Lab-II	0	0	3	2
9	16MB2321	Internship	0	0	3	2
	TOTAL		21	7	6	25

MBA 4th Semester – Master of Business Administration

S.No	Code	Course	L	T	P	C
1	16MB1401	Strategic Management	3	1	0	3
2	16MB1402	International Business Management	3	1	0	3
ELECTIVE-V						
3	16MB1403	Financial Derivatives	3	1	0	3
	16MB1404	Customer Relationship Management				
	16MB1405	Performance and Compensation Management				
	16MB1406	Data Communication and Network Security				
ELECTIVE-VI						
4	16MB1407	International Financial Management	3	1	0	3
	16MB1408	Brand and Advertising Management				
	16MB1409	International Human Resource Management				
	16MB1410	Corporate Information Management				
5	16MB2412	Project Work	0	0	12	10
		TOTAL	12	4	12	22


MBA 1st Semester

L	T	P	C
3	1	0	3

16MB1101 MANAGEMENT AND ORGANIZATIONAL BEHAVIOR
COURSE OUTCOMES:

At the end of the course students able to

- 1 have an overview of management and organizational behavior.
- 2 Understand the basic management concepts and theories.
- 3 Familiarize various functions of management
- 4 Comprehend the theories, concepts and processes in organizational behavior.

UNIT-I

Introduction to Management: Definition, meaning, nature, Significance, function, principles of Management - Scientific – Behavioral – Systems – Contingency, MBO - SWOT analysis.

Planning: planning Process, Objective of Business, and Decision Making process.

UNIT-II

Organizing and staffing: organizing, delegation, decentralization, Line-staff relationship, staffing.

Directing and Controlling: Direction, control – Controlling Techniques, control process, effective control,

UNIT-III

Introduction to OB, Individual - Understanding Individual Behaviour, values, attitudes and job satisfaction, – Perception and Learning theories – Personality Types – Johari window- Transactional Analysis.

UNIT-IV
Group Dynamics, Motivation and leadership:

Group dynamics: Types of Groups – Group Formation and Development.

Motivation: Definition, Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Cleland, and Porter and Lawler.

Leadership: Leadership – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Qualities of good leader.

TEXT BOOKS:

- 1 John L. Pierce, Management and Organisational Behaviour, Cengage publication.
- 2 Subbarao. P, Management and Organisational Behaviour, Himalaya Publishing House.
- 3 Stephen P Robbins, Organisational Behaviour, Pearson.

REFERENCE BOOKS:

- 1 Paul Hersey and Ken Blanchard, Management and Organisational Behaviour, Prentice Hall.
- 2 Jit S. Chador, Organisational Behaviour, Vikas publishing
- 3 Sarma, Organizational Behaviour, Jaico Publications.
- 4 Fred Luthans, Organisational Behaviour, McGraw Hill.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Comprehend with the Domestic and the International Business Environment and its implications.
- 2 Understand how the business could be affected by its environment?
- 3 Get a clear picture about various types of environment and their impact on business
- 4 identify the process of business environment
- 5 compare fiscal policy and monetary policy.
- 6 Know legal frame work and WTO.

UNIT-I

Environment: Meaning, objectives, types, significance, nature, elements, process of Business environment.

Globalization: Meaning, nature, challenges in international business, strategies in globalization-Foreign trade, trade-in services, new economic policy, the second generation reforms.

UNIT-II

Fiscal policy: 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: Nature, Demand and supply of money, Money market- meaning, functions, operations recent trends- Role of Finance Ministry and RBI.

UNIT-III

Trade Policy – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank.

Industrial Policy: Rationale for industrial policy, Industrial policy resolution 1948, industrial policy 1956 and 1991 - recent developments, Policy on foreign direct investment in Indian industry.

UNIT-IV

Legal Framework: Special features of The SICA (Special Provisions) 1985, BIFR, Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS. Disputes and settlement mechanism. Dumping and Anti-dumping measures.

WTO: Nature and scope - Organization and structure – trading blocs – role and functions of WTO in promoting world trade, Critical review of WTO functioning.

TEXT BOOKS:

- 1 K.Aswathappa, Essentials of Business Environment, Himalaya, 2008.
- 2 Saleem, Business Environment, Pearson, 2008.
- 3 Palle Krishna Rao, WTO-Text & Cases, PSG Excel Series, 2005.
- 4 Recent Economic Survey Report of Government of India.

REFERENCE BOOKS:

- 1 Dutt and Sundaram, Indian Economy, S. Chand, New Delhi, 2009.
- 2 Justin Paul, Business Environment – Text and Cases, TMH, 2009.
- 3 Misra and Puri, Indian Economy, Himalaya, 2009
- 4 Suresh Bedi, Business Environment, Excel, 2007.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand the roles of managers in firms.
- 2 comprehend the internal and external decisions to be made by managers
- 3 analyze the demand and supply conditions and assess the position of a company.
- 4 Familiarize the concepts of costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
- 5 make optimal business decisions by integrating the concepts of economics, mathematics and statistics

UNIT-I

Introduction to Managerial Economics: Definition, Nature and Scope, Managerial Economics and other disciplines, why managers need to know managerial economics.

Basic economic concepts: Opportunity cost, Discounting principle, Time perspective, Incremental concept, Marginal Utility and Equi-marginal Utility, Risk and Uncertainty.

UNIT-II

Objectives of the Firm: Profit Maximization, Sales Maximization and other objectives- Structure of the Firm.

Demand and supply: Demand Function, Law of Demand and its exceptions, Elasticity of demand - Types and significance of Elasticity of Demand – Measurement of Price Elasticity of Demand, Factors affecting Elasticity of Demand, Demand forecasting - Forecasting methods, Demand forecasting for New Products, Supply Analysis – supply function, the Law of Supply, Elasticity of Supply.

UNIT-III

Production Analysis: Production function, Cobb-Douglas Production Function, Iso-Quants, Iso-Costs and Least cost Combination of inputs, Marginal rate of Technical Substitutions (MRTS), Laws of Production and Economies of scale.

Cost Analysis: Cost concepts, short run and long run cost-output relationship - Cost control and its Techniques.

UNIT-IV

Market Structure and Pricing: Types - Features and types of different competitive situation, Output determination in Perfect competition, Monopoly, Monopolistic competition and

Oligopoly.

Pricing: Pricing methods and Strategies - Profit Management - Nature, scope, Theories of profit including modern theory, Measurement policies, Cost – Volume- Profit Analysis.

TEXT BOOKS:

- 1 R.L.Varshney and K.L.Maheshwari, Managerial Economics, 17th Edition, Sultan Chand & Sons.
- 2 G S Gupta, Managerial Economics, Tata McGraw Hil
- 3 Mark Hirschey Managerial Economics, 2nd Edition. Cengage Learning

REFERENCE BOOKS:

- 1 Joel Dean, Managerial Economics, PHI.
- 2 Henry and Haynes, Managerial Economics (Analysis and Cases) Business Publications.
- 3 Thomson Keat, Managerial Economics, 4th Edition, 2007.
- 4 H. Craig Petersen, W.C. Lewis, S K Jain, Managerial Economics, Pearson, 2006.


MBA 1st Semester

L	T	P	C
3	1	0	3

16MB1104
SOFT SKILLS FOR MANAGERS
COURSE OUTCOMES:

At the end of the course students able to

- 1 Have communicative competence of students at an advanced level. .
- 2 Communicate efficiently in the workplace and professional contexts.
- 3 confident in placements.
- 4 feel free to present various reports, proposals and write ups.

UNIT-I

Verbal communication: Introduction- Listening to Customers, Team Members and Managers, Listening to Electronic Media- Communication with Customers, Team Members and Managers, Referencing for Verbal Communication.

Non-Verbal Communication: Sign language – Body language – Kinesics – Proxemics – Time language and Hepatics, Touch language.

UNIT-II

Interpersonal Skills: Definition; Understanding, Analysis and Response to the Needs, Requirements and Capabilities of People at Different Levels.

Goal Setting Skills: Introduction- Relevance of SWOT Analysis on Goal Setting, Setting Career Goal, Action Plan and Measures to Achieve Career Goal, Corporate Role Models- Three to Five Years Career Roadmap- Competitive Work Environment and Realization of Goals- Anticipating Challenges and Utilizing Opportunities.

UNIT-III

Time Management Skills: Planning, Scheduling, Prioritizing, Multitasking.

Corporate Etiquette: Customer Interaction Etiquette: Meeting Etiquette; Telephone Etiquette; Presentation Etiquette.

Selling skills: Prospecting, Presenting, Negotiating, Objection Handling and Closing.

Interview: formal, informal interviews, interview techniques, Communication etiquettes.

UNIT-IV

Business Correspondence: Principles of Effective Writing, Letter Writing, CVs and Covering Letter, Memoranda, Business Claims and Responses, Business Proposals, Meetings, Agenda and Minutes.

Report Writing: Types, Structure and Layout of Report, report organization and presentation, proposals and formal reports.

TEXT BOOKS:

- 1 Lesikar &Flatley, Basic Business Communication, Tata Mc Graw Hill Publishing company Ltd.
- 2 Mary Allen Guffey, Business communication, Thomson south western.
- 3 Urmila Rai & S.M.Raj, Business Communication, Himalaya Publications.

REFERENCE BOOKS:

- 1 Kitty O Locker, Stephen Kyo, Business Communication, Tata Mc Graw Hill Publishing Company.
- 2 Meenakshi Raman, Business Communication, Oxford University Press.
- 3 Raymond V.Lesikar, Neeraja Pandit, Business Communication, TMH.
- 4 Dr. T.M. Farhatulla, English for Business communication, Prism Books Pvt Ltd.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 explain different Budgets and analyze standard cost and financial decision making.
- 2 classify various types of accounts and identify different accounting principles.
- 3 prepare financial statements in accordance with generally accepted accounting principles and can understand breakeven point and marginal cost.
- 4 analyze financial statements.

UNIT-I

Financial Accounting: Definition, Importance and Scope, Accounting Principles, classifications, Journal, Ledger, Trial Balance, Preparation of Final accounts with adjustments of sole traders, Depreciation (Straight line and Diminishing Balance methods, Annuity method).

UNIT-II

Accounts of joint stock companies: Issue and redemption of equity shares, issue and redemption of preference shares, issue and redemption of debentures, preparation of final accounts(simple problems)

UNIT-III

Analysis and Interpretation of Financial Statements: Meaning, importance and techniques, Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis.

UNIT-IV

Cost Accounting: Meaning, importance, classification of cost and preparation of cost sheets, methods of costing, Inventory valuation - FIFO, LIFO, Simple and Weighted Average methods (Simple problems).

TEXT BOOKS:

- 1 Dr.S.N.Maheshwari and Dr.S.K. Maheshwari, Financial Accounting, Vikas Publishing House Pvt.Ltd.
- 2 Khan, M.Y and Jain. P.K, Management Accounting, TMH, New Delhi.
- 3 R.K.Sharma & Shashi .K.Gupta, Management Accounting, Kalyani Publishers.
- 4 Jain S.P. and Narang K.L, Advanced cost Accounting, Kalyani Publishers, Ludhiana.

REFERENCE BOOKS:

- 1 Ambrish Gupta, Financial Accounting for Management, Pearson Education.
- 2 Vijaya Kumar, Accounting for Management, TMH, 2009.
- 3 MC Shukla , SC Gupta & TS Grawel,Advanced Accounting,S.Chand Publishing.
- 4 Singhal, A.K and Ghosh Ray H.J, Accounting for Managers, JB Publishers and Distributors, New Delhi.


13MB1106 STATISTICAL TOOLS FOR MANAGERIAL DECISIONS
COURSE OUTCOMES:

At the end of the course students able to

- 1 acquire the basic concepts of rules of classification and tabulation
- 2 compute various measures of central tendency such as mean median and mode
- 3 calculate various measures of dispersion such as standard deviation
- 4 analyze the sample data by using index number analysis and time series
- 5 know the basic definitions of quality control

UNIT-I
Classification and Tables

Types of classification and tables – Rules of classification and tabulation - Frequency Distribution – Importance and different types of graphs and diagrams

UNIT-II
Statistical Tools

Measures of Central Tendency: Arithmetic Mean – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation

UNIT-III
Index Numbers & Time Series

Methods of construction of Index Numbers - simple, weighted, Laspeyre's, Paasche's, and Fisher's Ideal Index - Cost of Living Index - Time Reversal and Factor Reversal tests

Utility of time series, components of Time series - Measurement of Trend - Graphic & Semi averages methods - Moving Averages and Method of Least Squares

UNIT-IV
Statistical quality control

Introduction – Chance and assignable causes of variation – Process and product control – Control charts - \bar{x} and R, \bar{x} and σ charts – p , np , and c charts

TEXT BOOKS:

- 1 S. C. Gupta , “Fundamentals of Statistics”, Himalaya publications,6th edition.

REFERENCE BOOKS:

- 1 “Statistics for Management” – Richard I Levin & David S Rubin – 7th Edition – Pearson Education
- 2 Advanced Engineering Mathematics - Erwin Kreyzig – John Wiley & sons Inc. - 10th edition
- 3 Gupta S.C & Indra Gupta “Business Statistics”, Himalaya Publishing House, Mumbai.


MBA 1st Semester

L	T	P	C
0	0	3	2

16MB2107
IT LAB-I FOR MANAGERS
COURSE OUTCOMES:

At the end of the course students able to

- 1 have on PC hardware and internet.
- 2 Know World Wide Web and productivity tools.
- 3 perform computerized accounting tally through lab.
- 4 have training on word processor, spread sheet, presentation, relational database.

PC Hardware:

Exercise 1: Identify the peripherals of a computer, components in a CPU and its functions. Draw the block diagram of the CPU along with the configuration of each peripheral and submit to your instructor.

Exercise 2: Every student should individually install MS windows on the personal computer. Lab instructor should verify the installation and follow it up with a Viva.

Internet & World Wide Web:

Exercise 3: Students should get connected to the Local Area Network and access the Internet. Students should demonstrate to the instructor, how to access the websites and email.

Exercise 4: Students should know what search engines are and how to use the search engines. A few topics would be given to the students for which they need to search on Google. This should be demonstrated to the instructors by the student.

Word processor:

Exercise 5: The mentor needs to give an overview of Microsoft word 2007, Accessing, overview of toolbars, saving files, Using help and resources, rulers, format painter in word. Give a task covering to create project certificate.

Features to be covered - formatting fonts in word, drop cap in word, applying text effects, using character spacing, borders and colors, inserting header and footer, inserting table, using drawing toolbar in word.

Exercise 6: Mail merge concept- Create data base/ table of addresses to merge the document for mailing purpose

Exercise 7: Exercises on tables

Spread sheet:

Exercise 8: The mentor needs to tell the importance of MS office 2007 Excel as a spreadsheet tool covering accessing, overview of toolbars, saving excel files, using help and resources.,

also give a task that is covering the features like gridlines, format cells, summation, auto fill, formatting text.

Exercise 9: Example on usage of different functions.

Exercise 10: Examples to create different types of charts (Pie, bar, line etc.)

Presentation:

Exercise 11: Students will be working on MS power point that helps them create basic power point presentation. Topics covered during this exercise include - PPT orientation, slide layouts, inserting text, word art, formatting text, bullets and numbering, auto shapes, lines and arrows in power point. Students shall be given a model power point presentation which needs to be replicated (exactly how it's asked).

Relational database:

Exercise 12: Introduction to data bases (Examples using MS Access)


MBA Ist Semester

L	T	P	C
0	0	3	2

16MB2108
SOFT SKILLS LAB FORMANAGERS
COURSE OUTCOMES:

At the end of the course students able to

- 1 connect and work with others to achieve a set task
- 2 handle emotions including tolerance and behavioral responses
- 3 Develop self-motivation, raised aspirations and belief in one's own abilities
- 4 Develop time and resource management, conflict resolution

Activity 1: Phonetics, Introduction to Vowel Sounds & Consonants

Activity 2: Introduction to Stress and Intonation.

Activity 3: Just A Minute.

Activity 4: Group Discussions

Activity 5: Debate

Activity 6: Oral Presentation Skills

Activity 7: Resume or Curriculum Vitae and Covering Letter.

Activity 8: Interview Skills

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand how to strategically plan for the human resources needed to meet organizational goals and objectives?
- 2 Know the definition for the process of job analysis and its importance as a foundation for human resource management practice.
- 3 Compare and contrast methods used for selection and placement of human resources.
- 4 describe the steps required to develop and evaluate an employee training program.
- 5 familiarize the activities involved in evaluating and managing employee performance.
- 6 identify and explain the issues involved in establishing compensation systems.

UNIT-I

Introduction to HRM: Objectives of HRM, HRM functions, Challenges of HRM- Job analysis and job design- Uses of Job Analysis, Job Description and Specifications, Ergonomics.

HR planning: Process of HRP, Recruitment – Sources, Techniques, Selection - Procedure, Placement and induction.

UNIT-II

Training & Development: HR Development – Concept of HRD, Scope, Need , Objectives, Functions of HRD Managers, Employee Training - Introduction to Training , Training Process, Training Methods. **Management Development:** Individual, Group, Organizational Techniques, Evaluation of T&D, Career Planning & Development.

UNIT-III

Performance appraisal: Performance Appraisal: Meaning, Need, Purpose and Objectives, Appraisal Process, Methods of Performance Appraisal, Appraisal Interview and Feedback Interview.

Compensation: Objectives, Influences on Compensation, Compensation & on System – Simple Ranking, Job Grading, Point System and factor comparison System.

UNIT-IV

Integration: Quality of Work life, Industrial Relations, Trade unions- Functions and Role of Trade Unions, Objectives of important Indian Trade Unions, Union Structure, Problems of Trade Unions.

Industrial Conflicts: meaning, definition, nature, Collective Bargaining, Grievance Handling, Quality Circles.

TEXT BOOKS:

- 1 Biswajeet Pattanayak, Human Resources Management, 3rd Edition, PHI.
- 2 Edwin Flippo, Principles of Personnel Management, Prentice Hall Inc, 1st edition, 1984.
- 3 K. Ashwathappa, Human Resources & Personnel Management, 3rd edition, Tata Mc Graw Hill & CO.
- 4 Mamoria & Gankar S.V, Personnel Management & Industrial Relations, 29th edition Himalaya Publishing House, 2009.

REFERENCE BOOKS:

- 1 P.Subbarao , Personnel and Human Resource Management, Himalaya Publication.
- 2 P.Subba Rao, Essentials of HRM & Industrial Relations, Himalaya publication.
- 3 Dr. Tripathi P.C , Personnel Management & Industrial Relations, Sultan Chand & Sons, 19th edition,2008.
- 4 Gary Dessler, Human Resource Management, 9th edition, Pearson, 2003.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand the concept of organization financial functions and objectives.
- 2 calculate capital budgeting and resource allocation.
- 3 apply measures of cost of capital and financial leverage to form long-term financial policies for business.
- 4 Understand the meaning and determinants of working capital and corporate restructure.
- 5 work on techniques for estimating the cost of each component of the cost of capital and understand how to assemble this information into a cost of capital.

UNIT-I

Financial Management: Scope, Finance function and its Organization, Objectives of Financial Management, Time value of money, Compounding technique and discounting technique- sources of long term finance.

UNIT-II

Capital Budgeting: Meaning, Features, Importance, methods of capital budgeting, Risk analysis in capital budgeting, Different methods- Cost of Capital of different sources of capital, weighted average cost of capital and marginal cost of capital.

UNIT-III

Capital Structure and Leverage: Capital Structure -meaning, features, factors, approaches, Capital Structure Theories – NI, NOI, Traditional and M-M Theories, leverages, Operating leverage, financial leverage and Combined leverage, Dividend Policy- determinants of dividend Policy, Dividend Theories- M-M Theory, Walter Theory, Gordon Theory and Linter's Theory

UNIT-IV

Working Capital Management: Meaning, need, determinants, estimation of working capital requirements, Management of cash, Inventories & Receivables (Theory and Problems).

Corporate Restructure-an overview: Corporate Mergers and Acquisitions and Takeovers, types of Mergers and motives for mergers, principles of good corporate governance.

TEXT BOOKS:

- 1 Dr.S.N.Maheshwari, financial management, Sultan Chand & Sons.
- 2 Sudhindra Bhat, Financial Management –Principles and Practice, Excel Books, 2nd edition.
- 3 Khan, M.Y and Jain, P.K, Management Accounting, TMH, New Delhi.
- 4 Kishore. R, Financial Management, Temans Publishing House, New Delhi.

REFERENCE BOOKS:

- 1 Dr. Prasanna Chandra, Financial Management, TMH, New Delhi.
- 2 I. Vikas.Financial Management, Publishing House, New Delhi.
- 3 Khan M.Y and Jain P.K, Financial Management, Tata Mcgraw Hill, New Delhi.
- 4 Van Horn, James. c, Financial Management and Policy, Prentice Hall of India.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 learn the fundamentals of implementing the marketing function in organizations.
- 2 evaluate the social, legal, political and ethical concerns in marketing.
- 3 understand the function of marketing in a competitive, dynamic global business.
- 4 develop effective strategic and marketing analysis skills.
- 5 enhance computer-based skills including on-line activities, written and oral communication, and information analysis.

UNIT-I

Introduction to Marketing: Definition of Marketing - Core Concepts of Marketing, Needs, Wants /Demands, Products, Exchange, Transactions, Market and Marketing.

Marketing Concepts / Orientations: Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Market Concept-Indian Marketing Environment.

UNIT-II

Market Segmentation and Targeting: Meaning, definition, nature, identification of Market Segment- Segmenting Consumer Markets.

Product Management: Target Markets, Selection, Segmentation and Targeting as a Basis for Strategy Formulation, Developing and designing a product Positioning Strategy, Marketing Mix – Constituents of a Product - Product Mix and Product Line.

UNIT-III

New Products: Classification, New Product Development, Product Life Cycle- PLC as a tool for marketing strategy - Packaging – Branding - Green marketing- Rural marketing.

Pricing: Objectives of Pricing, Pricing Methods and pricing theories.

UNIT-IV

Sales Promotion: Marketing Communication Process, Integrated Marketing Communication, Media Selection, Sales Promotion techniques,

Distribution Management: Distribution Channels-Marketing Control Techniques- Dynamics of Channel Management- VMS, HMS-Direct Marketing.

TEXT BOOKS:

- 1 Phillip Kotler, Marketing Management, Pearson, 14th edition, 2013
- 2 V.S. Ramaswamy and S. Namakumari, Marketing Management, McMillan, 3rd edition, 2003.
- 3 Etzel, Walker, Stanton, Pandit , Marketing – concepts and Cases, TMH, 2008
- 4 Adrian Palmer, Introduction to Marketing theory and practice, Oxford University Press

REFERENCE BOOKS:

- 1 Rajan Saxena, Marketing Management, TMH, 2008.
- 2 The Core, Kerin, Hartley and Rudelius, Marketing, McGraw Hill, Irwin, 2007.
- 3 Lamb, Hair and McDaniel, Marketing, Thomson Publishers, 7th edition, 2006.
- 4 Srinivasan, Case Studies in Marketing- The Indian Context, PHI, 2009

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand Production management, it's functions and product& process Design
- 2 classify different plant layouts and find optimum production strategy
- 3 execute production scheduling and understand method study
- 4 know Productivity and Quality management

UNIT-I

Introduction to POM: - Over view of Production & Operations Management, Functions, Historical development of POM, POM scenario today.

Product and Process Design: Product & Process Development, Manufacturing Process Technology, CAD/ CAM.

UNIT-II

Facilities Management: Location of Facilities, Layout of Facilities, Classification of Layout and Flexible Manufacturing.

Aggregate Planning: Preparation of aggregate demand Forecast, Determination of optimal production strategy.

UNIT-III

Scheduling: Job Scheduling, Shop Type Production, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production.

Work Study: Method study, Work measurement, Job Design, Industrial Engineering Techniques.

UNIT-IV

Productivity and Quality management: Productivity Cycle, Productivity Engineering and Management, Total productivity model.

Quality management: Economics of Quality Assurance, Inspection and Quality Control, Acceptance Sampling, Total Quality Management – ISO 9000 series standards, Six Sigma.

TEXT BOOKS:

- 1 R.Panneerselvam, Production and Operations Management, PHI Learning private Ltd
- 2 Aswathappa.K, Production and Operation Management, Himalaya publishing

house, Mumbai

3 Mahadevan, Operations Management, Pearson, New Delhi.

REFERENCE BOOKS:

- 1 Upendra-Kachru, Production and operations management, Excel books, New Delhi.
- 2 S N Chary, Production and Operations Management, Tata McGraw Hill, New delhi,2008.
- 3 Chase, Aquilano, Jacobs, Operations management for competitive advantage, Tata McGraw Hill.
- 4 Elwood S.Buffa and Rakesh k.Sarin, Modern production/operations management, Wiley India.


16MB1205 DECISION ANALYSIS TECHNIQUES FOR MANAGEMENT
COURSE OUTCOMES:

At the end of the course students able to

- 1 know the concepts of Operations Research
- 2 get the various methods of simplex methods to industrial applications
- 3 handle the practical situations of transport, assignment, and sequencing problems
- 4 gain the decision making analysis using game theory
- 5 construct the network diagrams
- 6 solve the problems related to CPM and PERT using the network construction

UNIT-I
Linear programming problems

Linear programming problems - Formulation - Graphical Solution LP problems - Simplex method – Big – M and Artificial variables methods

UNIT-II
Transportation & Assignment and Sequencing problems

Definition and application of transportation problem – Initial Basic Feasible solutions by North – West corner, least cost, and Vogel's approximation methods - Solution of the transportation problem – Optimality test

Hungarian Algorithm for balanced and unbalanced problems - Travelling salesman problem - Introduction to Sequencing - n jobs on two and three machines, two jobs on ' n ' machines

UNIT-III
Game Theory

Two - person zero - sum game - Pure strategy - Games with saddle point - mixed strategies – 2 X 2 games without saddle point - Arithmetic Methods for 2 x 2 games - Rules of Dominance – Algebraic method

UNIT-IV
PERT & CPM

Introduction to networks - Network diagram construction – PERT- calculations of estimated time - standard deviation and probability - CPM - Identification of critical path

TEXT BOOKS:

- 1 S.D. Sharma, “Operations Research” - S. Chand (For 1, 2, and 3 units)
- 2 Kanti Swarup, P.K. Gupta, and Man Mohan - “Operations Research” – Sultan Chand & Sons – 8th thoroughly revised edition

REFERENCE BOOKS:

- 1 Prem kumar Gupta, Hira, “Operations Research”, - S.Chand, 2008
- 2 Hamdy, A.Taha, “Operations Research” - An Introduction, - Person Education.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand the fundamental concepts of business research methods
- 2 comprehend appropriate quantitative methodologies for use in a study to be performed in the spring
- 3 will be able to construct a questionnaire relying on several types of questions
- 4 can write an effect research proposal that spells out a project

UNIT-I

Introduction: Business Research: Definition-Types of Business Research, Scientific Investigation, The Building Blocks of Science in Research.

The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Role of Business Research in Managerial Decisions.

UNIT-II

The Research Process: Problem Identification- Broad Problem area-Preliminary Data gathering, Literature Survey - Online Data Bases Useful for Business Research, Problem Definition- Theoretical Framework- Components of Theoretical Framework - Hypothesis Development.

The Research Design: Types of Research Designs- Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales- Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity.

UNIT-III

Collection of Data: Sources of Data-Primary Sources and Secondary Sources of Data - Data Collection Methods- Interviews- Structured Interviews and Unstructured Interviews-Face to Face and Telephonic Interviews.

Observational Surveys: Questionnaire Construction- Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.

UNIT-IV

Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures-Hypothesis testing, T-test, F-test, Chi-square test (Theory and Problems).

The Research Report: Guidelines for Preparing a Good Research Report- Oral Presentation- Deciding on the Content- Visual Aids- Handling Questions.

TEXT BOOKS:

- 1 C.R.Kothari, Vishwaprakashan, Research Methodology – Methods, Techniques, New Delhi.
- 2 Uma Sekharan, Research Methods for Business, A Skill Building Approach, John Wiley & Sons (Asia) Pvt.Ltd, Singapore, 2003.

REFERENCE BOOKS:

- 1 Donald R Cooper and Pamela S Schindler, Research Methods, 9th edition, Tata McGraw Hill Publishing Company Limited, New Delhi, 2009.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand and apply core knowledge in Management Information Systems (MIS).
- 2 understand about E – Commerce and Model based Transactions.
- 3 effectively evaluate technology alternatives to solve problems in an MIS context.
- 4 Familiarize Real time application in Business modules.
- 5 know and be able to use Tally.

LIST OF EXPERIMENTS

Finance: Capital Budgeting decisions, calculations of NPV, IRR, Profitable Index, preparation of budget, calculation of cost of capital.

Marketing: storing and retrieving of data of customers, sales, dealers, products and geographical areas (Tables and graphs).

Human Resource Management: Employees data base and salary administration.

Systems: understanding information systems, Design of MIS, Internet and internet tools. E – Commerce models on Transaction party, models based on revenue, Real time applications in Railways, Airways and Hotel reservations.

Tally:

1. Creation of company, Accounts configuration, Classification of accounts using Tally.
2. Accounts masters, Accounts voucher - Voucher entry, conversion, Interest calculation, printing of voucher using Tally.
3. Create a contra voucher, payment and receipt voucher using Tally.
4. Create sales and purchase voucher, Credit notes and Debit notes using Tally.
5. Create trading account, Profit / loss Account, Balance sheet using Tally.

PS: The programmes have to be taught to the students using MS Excel, Access, Power Point and Accounting packages.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand statistical tools learnt in MS-Excel and SPSS.
- 2 analyse the data to draw inference for decision making.
- 3 Know to transfer the theoretical and conceptual aspects to real business.
- 4 explore the experimentally and collaborate as to the situations.
- 5 develop better understanding of information needs and information systems design.
- 6 Familiarize data handling skills and the identification of relevant information.

LIST OF ACTIVITIES

Activity I: Business start ups- The students will assume as entrepreneur in any of the fields and present the problems, prospects and explain why he/she has selected that particular start up?

Activity II: Business plan- students will be in a group of 2 or 3 will select a business and formulate the plan to start up. They will have to present in an open forum regarding the total finance requirement and outlay, HR requirement, Marketing planning, strategy and techniques, production process, advertising and sales promotion aspects.

Activity III: Business Proposal- students will be trained to write business proposal and asked to write a business proposal of their own after their business plan. The same will be presented on stage through PPT presentation.

Activity IV: Board meeting and minutes- Students will be asked to simulate the corporate board meeting by assigning themselves various executive positions and prepare minutes and sign in that.

Activity V: corporate executives problem solving- Every student will have a chance to take up the role of managers and a given problem will have to be solved by them and the same will be presented.

Activity VI: Simulations in all business areas- Students will be given to take up a simulation ie. Real context in entrepreneurship, finance, marketing, negotiation, operations management, organizational behaviour, strategy, etc.


16MB1301 BUSINESS ETHICS AND CORPORATE GOVERNANCE
COURSE OUTCOMES:

At the end of the course students able to

- 1 apply contemporary Ethics & Governance issues in a business context.
- 2 understand ethics to contemporary business practice.
- 3 know the key perspectives on corporate social responsibility and their application.
- 4 evaluate different corporate ownership structures and their key governance features.
- 5 Familiarize all of the corporate governance perspectives to contemporary business practice.
- 6 practice ethics and governance concepts and arguments in a logical manner

UNIT-I

Introduction to Business Ethics: Ethical theories and Approaches, Importance of Ethics in Business, Modern Decision Making, Models for Decision Making.

UNIT-II

Ethical Issues in HRM & Marketing: Ethics in Selection, Training &Development, Ethics at workplace and performance appraisal. Advertising Ethics, Ethics in Business Competition.

UNIT-III

Ethical Issues in Finance & IT: Insider trading, ethical investment, combating Frauds, Information Security and Threats, Intellectual Property Rights, Cyber crime – Right to information Act.

UNIT-IV

Corporate Governance: Purpose, theories and practice of corporate governance, Indian model of governance- good corporate governance-land marks in emergence of governance, various committee reports on corporate governance. Corporate Social Responsibility- Stakeholders, Environment, Social Development.

TEXT BOOKS:

- 1 C.S.V. Murthy, Business Ethics, Himalaya publishing.
- 2 Fernando, Business Ethics - An Indian perspective, Pearson Education, 2009.
- 3 Laura p Hartman, Perspectives in Business Ethics, 2nd edition, Tata McGraw Hill.

REFERENCE BOOKS:

- 1 Bob Tricker, *Corporate Governance*, Oxford, 2009.
- 2 Balachandran Chandrasekharan, *Corporate Governance and Social Responsibility*, PHI.
- 3 Weiss, *Business Ethics - Concepts and Cases*, Cengage, 2009.
- 4 Satish Modh, *Ethical Management*, McMillan

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand the concept of entrepreneur.
- 2 critically analyse how to be as successful entrepreneur.
- 3 Understand the key perspectives of women and rural entrepreneurs.
- 4 evaluate different forms of ownership structures in business.
- 5 comprehend MSME and ED programmes.
- 6 know about the sources of finance, seed money/capital, angel funding, crowd funding and international funding agencies.

UNIT-I

Entrepreneurship: Concept of Entrepreneurship - Characteristics, types of Entrepreneurs, theories of entrepreneurship, evolution of entrepreneurship, importance of entrepreneurship - Difference between entrepreneurship and intrapreneurship.

Successful entrepreneurship: Need of entrepreneurship and devastating unemployment problems in India - Importance of small business in Indian Economy- Role of entrepreneurship in economic development

UNIT-II

Forms of enterprise: Types of Ownership - sole trading, partnership and other forms - Important features of various types of business - Corporate entrepreneurship - Distinction between an entrepreneur and a manager – Role of government in the promotion of entrepreneur - State enterprises in India- Business idea generation, business proposals, business opportunities and business plans - SWOT Analysis.

Intellectual property rights (IPR): Patents, copy rights and trademarks.

UNIT-III

Women and Rural Entrepreneurship: Concept of women entrepreneurship- Functions- Growth of women entrepreneurship – Problems of women entrepreneurship- Women entrepreneurship development programs - Development of women entrepreneurship In India, Recent trends.

Rural Entrepreneurship: Need, problems of rural entrepreneurship- Development of rural entrepreneurship and its contribution - NGO's and rural entrepreneur- Central and state Government policies to support rural enterprises.

UNIT-IV

MSME: Characteristics, problems - Role of MSME in economic development – Entrepreneur development cell (EDC) - Need, objectives and phases of entrepreneurship development programs (EDPs) - Institutional support to MSMEs.

Finance to Enterprise: Need for finance plans- Sources of finance - Capital structure and capital budgeting - Venture capital- Seed money/seed funding- Angel funding, crowd funding, international funding agencies for start-ups - Institutional Finance to Entrepreneurs.

TEXT BOOKS:

- 1 Vasanth Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya, 2009.
- 2 Bholanath Dutta, Entrepreneurship Management (Text and Cases), Excel Books, 2009
- 3 Roy, Entrepreneurship, Oxford, 2009.

REFERENCE BOOKS:

- 1 S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2009.
- 2 H. Nandan, Fundamentals of Entrepreneurship, PHI, New Delhi, 2009.
- 3 Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, 6th edition, TMH, 2009.
- 4 Holt, Entrepreneurship, New venture Creation, PHI, 2009.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Identify the sources of law and describe their effects.
- 2 Describe the nature and classes of contracts.
- 3 Identify the parties involved in consumer protection
- 4 Read, interpret contracts, and cases.
- 5 Identify and discuss illegal agreements.
- 6 analyze various rates of Income tax.

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, legality of object – Breach of contract and discharge of contract.

UNIT-II

Sale of Goods Act 1930 & Consumer Protection Act 1986: General Principles, Conditions and Warranties, Performance of Contract of sale, Consumer Protection Act, 1986.

UNIT-III

Companies Act 1956 and 2013: Kinds of companies, Formulation of companies, Incorporation, Company Documents, Company Management, Directors, Company Meetings, Resolutions, Auditors, and Modes of Winding- up of a company.

UNIT-IV

Income Tax Act 1961 & Central Excise Act 1944: Terminology of Residential Status, Incidence of Tax, Heads of income, Computation of Total Taxable Income and Tax, Tax Schedules, Tax Deducted at Source. Central Excise Act 1944- Basic Concepts related to excisable goods, Classification of goods and Basic Concepts of VAT.

TEXT BOOKS:

- 1 N.D. Kapoor (2009), Mercantile Law, Sultan Chand & sons, New Delhi.
- 2 S.S .Gulshan, Mercantile law, 3rd edition, Excel Books.
- 3 Grag, Sareen, Sharma, Chawla, Mercantile law, Kalyani, 2009.

REFERENCE BOOKS:

- 1 S.N Maheswari & Maheswari, A Manual Business Law, Himalaya, 2008.
- 2 B.B. Lal, Income Tax and Central Tax (Law and Practice), Person Education
- 3 Mathur, Business law, TMH, 2009.
- 4 Chandra Bose, Business Law, PHI, 2008.


16MB1304 FINANCIAL INSTITUTIONS, MARKET AND SERVICES
COURSE OUTCOMES:

At the end of the course students able to

- 1 Will understand the role of the financial system in the economy.
- 2 Will be able to know various financial instruments.
- 3 Can formulate the efficient market hypothesis.
- 4 Can analyze structure of interest rates.
- 5 Can explain types of financial risks.

UNIT-I

Financial System, Regulatory and Promotional Institutions: Financial System and Economic Development, Financial Sector reforms, financial inclusion.

Regulatory and Promotional Institutions: Functions and Role of RBI, Monetary policy and techniques of monetary control of RBI, The Role and Functions of SEBI.

UNIT-II

The Banking and Non-Banking Financial Institutions: The public and private sectors, structure, Bank capital and Banking Innovations, Commercial and Co-operative Banks, Non-Banking Financial Institutions, Insurance Companies - Role of IRDA.

Mutual Funds: Growth of Indian Mutual Fund and its Regulations- The Role of AMFI.

UNIT-III

Financial Markets: Structure and Functions of Call Money Market, Government Securities Market, Treasury Bills Market, Commercial Bills Market, Commercial Paper and Certificates of Deposits.

Securities Markets: Organization and Structure, Listing, Trading and Settlement, SEBI and Regulations of Primary and Secondary Markets.

UNIT-IV

Financial Services: 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, Stock Broking, Credit Rating.

TEXT BOOKS:

- 1 L. M. Bhole, Financial Institutions and Markets, Tata McGraw Hill, 4th edition, 2007.
- 2 Mishkin, Financial Markets and Institutions, Pearson Education, 6th edition, 2008.

REFERENCE BOOKS:

- 1 Gorden & Natarajan, Financial Services, Himalaya publishers, 2009.
- 2 Jeff Madura, Investment Institutions and Markets, 1st Edition, cengage, 2009
- 3 Thirpati, Financial Services, PHI, 2009.
- 4 Meir Kohn, Financial Institutions and Markets, Oxford University Press, 2007.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Understand consumer behavior and its research
- 2 Apply theories of motivation
- 3 Understand consumer attitude
- 4 Know consumer decision process

UNIT-I

Introduction to the Study of Consumer Behaviour – Inter Disciplinary Approach; Consumer and Marketing Strategy –Methods of Consumer Research, Diversity of Consumers and their behaviours; Profiling the consumer and understanding their needs; Determinants of Consumer Behaviour – Profile of the Indian Consumer.

UNIT-II

Consumer needs: Theories of Motivation and their applications. Process theories and content theories. Personality and self concept. Theories of personality. Trait theory and measurement. Motivational Research. **Perception** – Nature of Perception – Perception and Marketing Strategy; Motivation – Motivation Theory and Marketing Strategy; Personality and Emotion

UNIT-III

Learning and Consumer Behaviour- Learning theories: Behavioural Learning Theories- Classical Conditioning, Instrumental Conditioning, Cognitive Learning Theory, Involvement Theory ,Brand loyalty, Brand extensions.

Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change.. Attribution theory and Cognitive dissonance. Persuasion and persuability,.

UNIT-IV

Consumer Decisions Process – Problem Recognition – Information Search – Evaluation Alternative and Selection – Post Purchase Behaviour – Organizational Buyer Behaviour Attitude, Measurement and Change; Self Concept and Life Style Marketing, Segmentation – Consumer decision making process, Evaluative Criteria and decision rules;

TEXT BOOKS:

- 1 Leon G. Schiffman and Leslie Hazer Kanuk., Consumer Behaviour - Pearson Education. Asia: 2008.
- 2 Henry Assael., Willey Consumer Behaviour - India. New Delhi.

REFERENCE BOOKS:

- 1 Jagadish N. Seth, Atul Parvatirao and G. Shaines.,Customer Relationship Management: Emerging Concepts, tools and applications - Tata Mc Graw Hill Publications. New Delhi: 2001.
- 2 Mukesh Chaturvedi and Abhinav Chaturvedi - Customer Relationship Management: An Indian perspective -,. Excel Books.
- 3 Marshall - Consumer Behaviour – Himalaya.
- 4 Schiffman, L G and Kanuk, L L," Consumer Behaviour", Prentice Hall of India, 1994

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Use and understand the basic legal vocabulary of employment law.
- 2 Explain and apply the legal principles that apply to a wide range of workplace issues.
- 3 Understand your individual legal obligations as a manager or human resources specialist in confronting legal issues that arise in the workplace.
- 4 Identify resources available to the manager seeking guidance in addressing issues of workplace law.

UNIT-I

Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and technoeconomic profile; Impact of technological change on Industrial Relations; Role of State in managing industrial relations - Factors affecting Industrial Relations.

UNIT-II

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, and Financial Status.

UNIT-III

Labour Legislation: Factories Act 1948; Contract Labour (Regulation and Abolition) Act 1970, Workmen's Compensation Act, 1923, ESI Act, 1948- Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, National Wage Policy.

UNIT-IV

Industrial Conflict: Causes, Types, Consequences, Prevention and Settlement – Collective Bargaining – Role, Methods, Degree of success, Problems and Issues – Grievance handling, Negotiation, Conciliation, Arbitration, Adjudication.

TEXT BOOKS:

- 1 Arun Monappa, Industrial Relations, Tata Mc Graw Hill, New Delhi,2003.
- 2 P. SubbaRao, Human Resource and Industrial Relations, Tata Mc Graw Hill.
- 3 Sinha, Sinha & Shekhar, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education

REFERENCE BOOKS:

- 1 Shamshuddin Shaik, Management of Industrial Relations, Students helpline Publishing House Pvt. Ltd., Hyderabad,2011.
- 2 V. S. P. Rao, Human Resource Management - Text & Cases, Anurag Jain, New Delhi,2002.
- 3 R. S. Dwivedi, Managing Human Resources/Personnel Management in Indian enterprises, Galgotia Publishing Company, New Delhi,2002.
- 4 B D. Singh, Industrial Relations and Labor Laws, Excel Books, New Delhi,2009.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Understand in detail what is e-commerce?
- 2 comprehend some typical distributed applications.
- 3 solve problems that are encountered when developing distributed applications.
- 4 Assess different technologies that are used to support distributed applications.
- 5 familiarize a typical commercial system.

UNIT-I

E-Business Strategy and Models: E-Business Elements-Business requirements, Inhibitors of E-Business, E-Business Strategy. E-Markets:- Functions, E-Markets vs Traditional Markets, E-Markets Success factors, E-Market Technology Solutions.

UNIT-II

E-Procurements: The Purchasing Process, Developments in IT purchasing, E-Procurement-Models, E-Procurement- Solutions. Security and Reliability for E-Business- Reliability and Quality considerations, Quality requirements, Risk Management, Trust, E-Business Security, realizing a secure E-Business infrastructure.

UNIT-III

Approaches to Middleware: Middleware, messaging, Remote Procedure calls (RPC), Remote Method Invocation (RMI), Message – Oriented Middleware (MOM), Data-Access Middleware, Transaction-Oriented Middleware, Distributed-Object Middleware

UNIT-IV

Enterprise application and E-Business Integration: Overview of Enterprise Application and E-Business Integration, Integration Challenges. E-Business Solutions and Protocols- Web Services-service-Oriented Architecture, required Business Standards and Protocols. Review of applicable IT Laws.

TEXT BOOKS:

- 1 Ravi kalakota & Maina Robinson, E-Business Roadmap for success, Pearson, 2008.
- 2 Kamlesh K Bajaj & Debjani Nag, E-Commerce, the Cutting Edge of Business, TMH, 2008.

REFERENCE BOOKS:

- 1 Parg Diwan, E-Commerce, Excel, 2008.
- 2 Michael P.Papazoglou & Pieter M.A. Ribbers, E-Business.
- 3 WILEY Chaffey, E-Commerce and E-Business, Pearson, 2009.


16MB1308 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
COURSE OUTCOMES:

At the end of the course students able to

- 1 Understand about investment and portfolio.
- 2 Analyze the fundamental and technical aspects.
- 3 Know Calculation of risk and return.
- 4 comprehend Portfolio management and models.
- 5 apply the concept of risk, its measurement for single assets and portfolios, various types of risk, the source and use of betas, and the CAPM and SML.

UNIT-I

Investment: Meaning, objectives, process of Investment, Investment Alternatives, Difference between speculation and Investment and gambling, stock exchanges- meaning, features , functions, SEBI- Rights, powers, functions, NSE – BSE – OTCEI – Trading in stock exchanges.

UNIT-II

Security Analysis: Fundamental Analysis-Economy, Industry and company analysis, Technical Analysis-Dow theory, Relative strength index, Elliott wave theory, Moving average theory, technical Vs Fundamental analysis

UNIT-III

Concept of Return and Risk: Revenue Return and Capital appreciation, Holding period- Statistical Methods- Probability Distribution- Calculation of Expected Return. Risk Factors- Types of Risks- Measurement of Risk- Standard Deviation- Variance- Correlation Co-efficient-Beta, Approaches of Valuation- Bond Valuation ,Preference Share valuation and Common Stock Valuation.

UNIT-IV

Portfolio Management: Process of Portfolio Management, Diversification, Modern Portfolio- Portfolio models,Markowitz model- Sharpe single index model, Capital Asset Pricing Model (CAPM) - Optimum Portfolio - Portfolio Revision and Evaluation.

TEXT BOOKS:

- 1 S.KEVIN, Security Analysis and Portfolio Management, PHI, New Delhi, 9th edition.
- 2 Dr. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mcgraw Hill, 2009.

REFERENCE BOOKS:

- 1 Sudhindra Bhat, Security Analysis and Portfolio Management, Excel Books.
- 2 Bhalla V.K, Investment Management, Sultan Chand &Co, 4th Edition , 2008.
- 3 Punithavathi Pandian, Security Analysis and Portfolio Management, Vikas Publication, 2009.
- 4 Preeti Singh, Security Analysis and Portfolio Management, Himalaya Publications,17th Edition, 2009.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand the concept of service marketing and customer relationship management.
- 2 Comprehend various marketing segmentation and creating value in competitive market.
- 3 apply various pricing strategies and communication in service.
- 4 plan and manage service delivery and marketing strategy formulation.

UNIT-I

Understanding services marketing and Customer Relationship Marketing: Introduction, services in modern economy, Classification of services, marketing services Vs. Physical services, services as a system, Relationship Marketing- nature of services, understanding customer needs and expectations, Strategic responses to intangibility of service performances.

UNIT-II

Services market segmentations and creating value in a competitive market: process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty, positioning a service in the market, value addition to service product, planning and branding service products, new service development

UNIT-III

Pricing strategies for services and Service promotion: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice, The role of marketing communication, Implication for communication strategies, setting communication objectives, marketing communication mix.

UNIT-IV

Planning and managing service delivery and Marketing plans for services: Creating delivery systems in price, cyberspace and time, physical evidence of service space, role of intermediaries, enhancing value by improving quality and productivity, marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitor marketing planning and services.

TEXT BOOKS:

- 1 Valarie A.Zeithaml & Mary Jo-Bitner, Services Marketing - Integrating Customer Focus Across the Firm, TMH, 3rd edition, 2003.
- 2 Christopher Lovelock, Services Marketing People, Technology, Strategy, Pearson Education, Fourth Edition, 2002.

REFERENCE BOOKS:

- 1 Mark Davis, Managing Services People and Technology, McGraw-Hill International.
- 2 Adrian Payne, The Essence of Services Marketing, Prentice-Hall of India Pvt. Ltd., 2002.
- 3 Thomas J.Delong & Asish Nanda, Managing Professional Services-Text and Cases, McGraw-Hill International, 2002.
- 4 Roland T. Rust and P.K. Kannan, E-Service New Directions in Theory and Practice, Prentice-Hal of India Pvt. Ltd., 2002.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand the concepts issues of human resources development.
- 2 Comprehend designing of employee and managerial development and programmes.
- 3 know about the Intervention and career development systems.
- 4 understand about the importance of organizational climate, mentoring and counseling.

UNIT-I

Introduction to Human Resources Development (HRD): Concepts of HR, HRM and HRD, Issues in HRD, Overview of HRD Practices, Integrated HRD system, Role and functions of HRD specialist, HRD Departments and their tasks, Competencies required for HRD staff.

UNIT-II

Designing Effective HRD Programmes: Designing Employee and Managerial Development Programmes, Programs for employees who reach career plateau, parallel career paths, Retraining and redeployment, Job enrichment and Job sculpting, Succession Planning, HRD Interventions, HRD Matrix, development of reliable and valid HRD instruments.

UNIT-III

Implementing and Evaluating HRD Programmes: Delivering effective career development systems; Models and frameworks for evaluating HRD programmes; assessing the impact of HRD programs in monetary terms. HRD Audit.

UNIT-IV

HRD Culture and Climate: HRD climate and Organizational climate, Counseling and mentoring of employees, Models for HRD, Elements and metrics of HRD climate, HRD approach to Industrial Relations.

TEXT BOOKS:

- 1 Tapomoy Deb, Human Resource Development- Theory and Practice, Anne Books, New Delhi,2010.
- 2 Krishnaveni R., Human Resource Development - A Researcher's Perspective, Excel Books, New Delhi, 2008.

REFERENCE BOOKS:

- 1 Tripathi P. C, Human Resource Development, Sulthan Chand and Sons.
- 2 Desimone R.L. and J.M. Werner, Human Resource Development, Thomson Learning, 5th edition, 2008.
- 3 Uday Kumar Haldar, Human Resource Development, Oxford press.
- 4 Richard A. Swanson and Elwood F. Holton III, Foundations of Human Resource Development , Berrett - Koehler Publications, 2009.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Understand the purpose for developing Software projects, including difference between operational and decision support system.
- 2 comprehend the architecture of a Software project.
- 3 know project planning aspects of building a Software projects.
- 4 describe the purpose of Software projects.
- 5 familiarize knowledge discovery process.

UNIT-I

Introduction to software Engineering: Size, Quality and productivity factors, planning a software project, Cost estimation.

UNIT-II

Software design concepts: modularization, Design strategies, Real time distributed systems design, Test plans.

UNIT-III

Quality Assurance: Walk through and inspection, Static Analysis, Symbolic execution, unit testing & debugging, system testing and formal verification. Implementation issues- Structured Coding Techniques.

UNIT-IV

Software Maintenance: Maintainability, Managerial aspects, configuration management, source code metrics, other maintenance tools and techniques.

TEXT BOOKS:

- 1 Pressman, Software Engineering, Tata McGraw Hill.
- 2 Carlo Ghezzi, Mehdi Jazayuni and Dino Mandrioli, Fundamentals of Software Engineering, Prentice Hall of India.

REFERENCE BOOKS:

- 1 Rechord Fairley, Software Engineering Concept, Tata McGraw Hill.
- 2 Yary W.Hansen, Software Engineering, Prentice Hall of India.
- 3 Nair N. G, Management Systems, S. Chand & sons, New Delhi.
- 4 Jeffray A. Hoffer, Joey F. George & Joseph, Modern Systems and Software Engineering, Tata Mc Graw Hill.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Understand the characteristics of existing insurance coverage.
- 2 Comprehend current and potential risk management strategies.
- 3 Assess exposure to financial risk.
- 4 familiarize client's risk exposure against current insurance coverage and risk management strategies.
- 5 Know the implications of changes to insurance coverage.
- 6 Can prioritize the client's risk management needs.

UNIT-I

Understanding Risk: Types of risk - Risk Management & Control - Risk Management Process - Methods - Cost of Risk - Maximizing Value by Minimizing the Cost - Measuring the Cost of Risk - Risk management by individuals - corporate risk management.

UNIT-II

Risk shifting through limited liability: Liability for actions of Employees and other parties - Products- Liability- Environmental liability- Directors and Officers liability.

UNIT-III

Definition of Insurance: Insurable risk, Principles of Insurance, Kinds of Insurance- Costs and benefits of Insurance, Pooling in Insurance - Factors that limit the insurability of risk, Reinsurance.

UNIT-IV

Insurance business in India: Framework of Insurance business - privatization of Insurance business - Insurance Regulatory and Development Authority (IRDA)- Govt. Policy on Insurance sector-Functions of insurers - Product design and development - Pricing strategy - Insurance intermediaries - Promotion of Insurance -IT in Insurance

TEXT BOOKS:

- 1 Harrington. Niehaus, **Risk Management & Insurance**, McGraw Hill.
- 2 George E. Rajda, **Principles of Risk Management & Insurance**, Pearson.

REFERENCE BOOKS:

- 1 James Triesehmann, **Risk Management & Insurance**, Thomson
- 2 Dr.P.K. Gupta, **Insurance & Risk Management**, Himalaya Publishing

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand linkage between sales and distribution management.
- 2 know emerging trends in sales management and roles and skills of sales managers.
- 3 comprehend objectives, strategies and tactics of sales management.
- 4 familiarize retail Management and trading format as per customer strategy.
- 5 evaluate about International channels of distribution.
- 6 understand linkage between sales and distribution management.

UNIT-I

Introduction of Management of Sales: Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives, Strategies and Tactics- Emerging Trends in Sales Management- Linking Sales and Distribution Management. Strategic Planning- Role of Marketing & Sales- Marketing & personal selling Strategies - Sales Strategy - Developing sales forecast-Forecasting approaches.

UNIT-II

Management of Sales and Distribution: Concepts of Sales Organization- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force - Training and Motivating Sales Force- Compensating and Leading Sales force- Sales force expenses.

Distribution Management -Definition- Need for Distribution Management- Need for Distribution Channels - Value addition of Distribution Management- Marketing Channels- Channel Formats-Relationship of flows to service levels - Channel levels - Service Channels.

UNIT-III

Customer-Oriented Logistics Management and Retail Management: Introduction-objectives of Logistics- Logistics planning- Inventory Management decisions - Transportation decision. Retail Management- Introduction-Retail Marketing Mix and retail positioning - developing and Implementing Merchandise strategies-deciding on the customer service levels- trading format - customer communication strategy in retail outlets.

UNIT-IV

Designing Channel Systems and Managing the International Channels of Distribution: Channel Design factor - Channel planning process - Ideal Channel structure - Training,

Motivating & Evaluating Channel members- Channel Design Comparison - Implementation, International Channels of Distribution-Introduction- Differences in customer- expectations across Countries - International orientation of companies - model of entry decision - implications of entry modes.

TEXT BOOKS:

- 1 S L Gupta, Sales and Distribution Management, Excel, 2009.
- 2 Krishna K. Havaldar & Vasant M Cavale, Sales and Distribution Management, TMH, 2007.

REFERENCE BOOKS:

- 1 John F. Tanner Jr, Earl D. Honeycutt, Jr & Robert C. Erffmeyer, Sales Management, Pearson Education, 2009.
- 2 Chunawala , Advertising, Sales and promotion Management, Himalaya, 2009.
- 3 Tapan K.Panda, Sunil Sahadev, Sales and Distribution Management, Oxford, 2009.
- 4 Jobber, Selling and Sales management, Pearson Education, 7th edition 2009.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Understands and implements the assumptions of planned change in the system.
- 2 Define the learning structure and programs for change.
- 3 Describes the usage of OD as a diagnosis and intervention process.
- 4 Develops excellence in group for overall development

UNIT-I

Strategic Management: Models and types of strategy, strategic management process, corporate strategies, business unit strategies, strategy HR Vs Traditional HR, Barriers to strategic HR, design of work system models, strategic work redesign in action, Internal Assignment diversity.

UNIT-II

Strategic HR: Meaning, purpose, need and significance of strategic HRM, Sources of employee value, adopting and investment perspective, types of organizational assets/ capital, understanding and measuring Human capital, HR value chain, the risks, linking HR processes for strategy.

UNIT-III

Strategic Training: Strategizing training, levels of needs assessment, relationship between training, performance management and compensation. Strategic choices of performance management.

UNIT-IV

Strategies in employee reduction: Strategies for managing employee surpluses and avoiding lay-offs, Strategic management of turnover and retention, strategic HR issues in global assignments.

TEXT BOOKS:

- 1 Jeffrer. A. Mello, Strategic Human Resource Management, Second Edition, Thomson 2007.
- 2 Kenneth. J.Mc Bey, Monica Belcourt, Strategic HR Planning, 3rd Edition, Thomson 2008.

REFERENCE BOOKS:

- 1 Charles. R.Greer, Strategic HRM, second edition, Pearson Edition.
- 2 George.F.Dreher, Thomas.W.Dougherty, Human Resource Strategy, TATA Mc Grawhill, 2007

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand why organizations should develop and adapt enterprise wide information system
- 2 develop alternative perspectives on data to be included in enterprise wide IS.
- 3 Comprehend how integrated systems facilitate electronic commerce?
- 4 apply in the fields of supply chain management, customer relationship management systems

UNIT-I

Induction to ERP: Overview of ERP, MRP, MRPII and Evolution 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. Business Process Re-engineering (BPR) - BPR Process, Clean Slate Re-engineering, Technology Enabled Re-engineering, myths regarding BPR.

UNIT-II

Business Intelligence Systems: Data Mining, Data Warehousing, On-line Analytical Processing

UNIT-III

ERP Module I: Finance, Controlling, Accounting System, Manufacturing and Production Systems.

ERP Module II: Sales and Distribution Systems, Human Resource Systems.

ERP Module III: Plant Maintenance System, Material Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

UNIT-IV

ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP and IS, ERP Products - SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

TEXT BOOKS:

- 1 Motiwala, Enterprise Resource Systems, Pearson,2009.
- 2 Alexis Leon, Enterprise Resource Plannin, TMH, 2008.

REFERENCE BOOKS:

- 1 Venugopal Rao, Enterprise Resource Planning and MIS, Excel, 2009.
- 2 Vinod Kumar Kard and NK Venkata Kristean, ERP concepts & Practice, PHI, 2008.
- 3 Mahadeo Jaiswal & Ganesh Vanapalli, Enterprise Resource Planning, Macmillan, 2008.
- 4 Monk, Concepts in ERP, Thomson, 2nd edition, 2009.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Know various sources of income
- 2 Calculate income
- 3 Know taxable income
- 4 Understand wealth tax and it's calculations

UNIT-I

Income Tax Act : Definition – Income – Agricultural Income – Assessee – Previous year – Assessment year – Residential status – Scope of Total Income – Capital and Revenue – Receipts and Expenditure – Exempted Incomes.

UNIT-II

Computation of Income: Computation of Income from Salary and Income from House property.

UNIT-III

Computation of Taxable Income : Computation of taxable income from Business and profession – Capital gains – Income from other sources- Gross total Income- Deductions from Gross total Income-Assessment of individuals – Set off and carry forward of losses- Income tax authorities – E-Filing of IT Returns.

UNIT-IV

Wealth Tax Act: Computation of taxable wealth- Exemptions and Deductions.

TEXT BOOKS:

- 1 Gaur & Narang, "Income Tax Law & Practice"
- 2 Dr. Bhagavathi Prasad , " Income Tax"
- 3 Rupram Gupta & Vidya Saran Gupta "Income Tax"

REFERENCE BOOKS:

- 1 Dr. H.C.Mehrotra "Income Tax Law & Practice"
- 2 Dingar Pagare "Tax Laws"
- 3 B.B. Lal "Direct Taxes"
- 4 Dr. Vinod Singhania "Direct Taxes"

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Understand logistic system and supply chain management
- 2 Know demand and supply in supply chain management
- 3 Measure performance of supply chain management
- 4 Use network design decisions

UNIT-I

Role of Distribution in Value discovery and supply chain management: Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Meaning and definition of Supply chain management in the global environment.

UNIT-II

Customer focus in supply chain management, Planning demand and supply in a supply chain: Supply chain drivers and obstacles, Customer Service, Customer Satisfaction. Planning and Managing inventories in a supply chain – Transportation in a supply chain, modes of transportation, Transportation cost in E-retaining.

UNIT-III

Net work design decisions and Production in supply chain management: Network operations, planning, Decision problem models, Information technologies in a supply decision- Purchasing in a supply chain management – financial issues in supply chain management – E-business and supply chain.

UNIT-IV

Supply chain integration and Measuring Performance in the supply chain: Coordination in a supply chain – Inter functional Coordination – Inter Corporate Coordination- Managing the supply chain – Supply chain restructuring.

TEXT BOOKS:

- 1 Bowersox, Closs, Cooper ,“Supply chain Logistics Management”,TMH,2nd edition, 2009
- 2 Janat Shah, “Supply Chain Management”, Pearson

REFERENCE BOOKS:

- 1 Rhaul V. Altekar ,“Supply chain management concepts and cases” , PHI, 2008
- 2 Agrawal, “Text Book of Logistics and Supply Chain Management”, Macmillan,2008
- 3 Upendra Kachru ,“Exploring Supply Chain – theory and practice”, excel, 2009
- 4 R.P. Mohanty and S.G. Deshmukh, “Supply Chain Management”, Jaico , 2009

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Know leadership and task management
- 2 Understand attributes of leader
- 3 Know different leadership styles
- 4 Understand effective team building

UNIT-I

Leadership: Understanding Leaders and Leadership – Need for Leadership – Leader and Manager – Prerequisites of Organizational Leaders: Self-management dimensions – Leading People – Task management; Myths and Realities of Leadership – Current Issues in Leadership- Inner Structure of Effective Leaders.

UNIT-II

Attributes of Leaders: Concepts of Power and Authority – Types of Power – Sources of Power – Leadership Skills & their development – Leadership Traits – Intelligence and Leadership – Influencing Tactics – Influencing Processes - Self efficacy.

UNIT-III

Contemporary Leadership Styles: Transactional Leadership – Transformational Leadership – Charismatic Leadership – Value Based Leadership – Spiritual Leadership - Servant Leadership – Level 5 Leadership – Understanding and Influencing Motivation and Satisfaction of Follower – Leadership versus Job Performance

UNIT-IV

Building effective Teams: Understanding Teams – Differentiating Groups and Teams - Advanced Skills of Team Leaders – Building High Performance Teams. – Determinants of Team Performance – Facilitating Team Building – Interpersonal Competence and Team Building – Measuring Team Effectiveness – Decision Making in Teams.

TEXT BOOKS:

- 1 Sundaray B K and Bhargav, N S, “Leadership and Team Building”, Himalaya Publication House.
- 2 Uday K Halder, “Leadership and Team Building”, Oxford

REFERENCE BOOKS:

- 1 B. Rathan Reddy, “Team Development & Leadership”, Jaico Publishing House, Mumbai, 8th Impression, 2010.
- 2 Peter G. Northouse, “Leadership-Theory and Practice”, Response Books, 3rd Edition, 2006.
- 3 Uma Jain, Udai Pareek, Madhukar Shukla “ Developing Leadership for the Global Era”, MC millan.
- 4 Luthans ,“Organization Behaviour”, Tata McGraw Hill,8th edition.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Learn data management
- 2 Know data warehouse and it's applications
- 3 Perfect meta data
- 4 Understand about construction of data warehouse system

UNIT-I

Managing Data: Individual Data Management, Organizational Data Warehousing and Data Management, Components of Organizational Memory, Evaluation of Database Technology. Database Systems in the Organization : Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations.

UNIT-II

Data Warehousing Introduction: What is a Data Warehouse, Who uses Data warehouse, Need for Data Warehouse, Applications of Data Warehouse Concepts. The Data Warehouse Data Base: Context of Data Warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure.

UNIT-III

Meta Data: Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use. Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP.

UNIT-IV

Constructing a Data Warehouse System: Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage. Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.

TEXT BOOKS:

- 1 Efram G. Mallach, "Decision Support Systems and Data warehouse Systems", TMH,2009
- 2 Marakas, "Modern Data Warehousing, Mining and Visualization"-Core Concepts, Pearson,2008

REFERENCE BOOKS:

- 1 Berson Smith , "Data warehousing, Data Mining OLAP", TMH,2008
- 2 Sivanandam, Thomson, "Data Mining Techniques and Tasks", THM 2009

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 import, manage and structure data files.
- 2 write simple program scripts for data analysis and Produce illustrative data plots.
- 3 carry out statistical tests and calculate confidence intervals.
- 4 Comprehend the basics of computer architecture.
- 5 use a text editor and produce a plain-text workflow.
- 6 do documentation for R functions and libraries.

UNIT-I

SPSS: Overview of SPSS, Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package. t- Test, F-test, ANOVA one way classification, chi square test, independence of attributes.

Basic R features: introduction to the main data types and visualization, Introduction to functions. More on lists and data frames, Programming structures: relational and logical operations; flow control.

UNIT-II

Data management: data import/export and data frames, Math and simulations in R, statistical models in R, Simulation, code profiling...

UNIT-III

Research Applications: Customizing the Quick Access Toolbar of Ms-Office - Data Analysis Using Charts and Graphs.-Managing, Inserting, and Copying Worksheets.- Securing the Document – Advanced Formulas and Functions in Ms – Office.

UNIT-IV

Statistical tools for execution using excel: Measure of dispersion: variance, standard deviation, Coefficient of-variation. Correlation, regression lines.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 Choose any specific problem/area faced by Industries.
- 2 Find different sources of data
- 3 Collect data from different Sources
- 4 Arrange the data in to research methods

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand the vision and mission in determining organizational success.
- 2 Comprehend the innovative strategies adapted by organizations.
- 3 apply various techniques adapted by the organizations for strategic advantage.
- 4 identify the recent developments in the field of strategic management.

UNIT-I

Introduction: Strategic management as a process - Environmental scanning- PESTEL analysis -Internal environment-core competence - Importance of strategic management- corporate portfolio analysis, Porter's five force model, BCG matrix, GE Model, TOWS Matrix, 7S, Market life cycle Model - Organization learning and experience curve.

UNIT-II

Strategy Formulation: Process of Strategic formulation - Formulation of strategy at corporate, business and functional levels, Types of strategies - offensive strategy, defensive strategy, vertical integration and Horizontal strategy, Tailoring Strategy to fit specific industry and company situations.

UNIT-III

Strategy Implementation: Strategy and structure - strategy and leadership, strategy for competing in global market and internet economy - Importance of Resource allocation - planning system for implementation - Growth strategy, Diversification strategy - Types of Diversification, Advantages and Disadvantages of Diversification.

UNIT-IV

Strategy Evaluation and control: Establishing Strategic Controls, Types of Controls, Guidelines for proper control, Role of the strategist - Benchmarking to evaluate performance - strategic information system.

TEXT BOOKS:

- 1 Fred R. David, Strategic management concept and cases, PHI, 12th edition, 2008.
- 2 Charles B Green, Strategic Human Resource Management, Pearson Education, New Delhi.

REFERENCE BOOKS:

- 1 Jeffrey A Mello, Strategic Human Resource Management, Thomson Press (P) Ltd, Delhi.
- 2 P.Subba Rao, Strategic management, Himalaya Publishers, 2009.
- 3 Francis Cherunilam, Strategic management, Himalaya Publishers, New Delhi.
- 4 Thompson & Strickland, Strategic management concepts and cases, 2007.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand how the international factors affect the domestic concerns
- 2 know various issues as per international concerns
- 3 comprehend various trade barriers and major problems in export sector
- 4 understand about various financial institutions and markets
- 5 familiarize special economic zones and their prospects
- 6 understand Globalization process in international markets

UNIT-I

International Business: Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities, International competitive advantage - Nature, Meaning and Importance, Multidimensional view of Competitiveness - Evolution of International Business - International Marketing vs. Domestic Marketing - International Economic, Political, Legal, Social and Cultural - Frame Work.

UNIT-II

International Trade Regulatory Frame Work: Trade barriers - tariffs, subsidies and Quotas - Trade and BOP of India - Highlights of India's Merchandise Trade Performance - Direction of Trade - Trade in Services - Major Problems of India's Export Sector- Counter Trade - World Trade in services - GATT, WTO- Institutional infrastructure for export promotion in India - EXIM Bank - ECGC - Export Finance and Export Promotion Measures.

UNIT-III

International Investment and Finance: Types of Foreign Private Investment -Significance of Foreign Investment- FDI and Production Linkages - Trade and Investment - Factors Affecting International Investment - Limitations and Dangers of Foreign Capital - Financial Perspectives - International monetary systems and Financial Markets, IMF, IBRD, IFC, IDA, existing international arrangements-Balance of payment - Foreign Exchange market mechanism - Import substitution and Export financing - Different kinds of Special Economic Zones

UNIT-IV

Strategy of International Business: Organization of international business - Staffing policy, managing the Expatriates - Globalization - Technology and its impact, Enhancing

technological capabilities, Technology generation, Technology transfer- International marketing strategies in different stages of product life cycle - Marketing of Products in International Markets.

TEXT BOOKS:

- 1 Francis Cherunnilam, International Business Environment, Himalaya Publications, 3rd Edition, 2010.
- 2 K.Aswathappa, International Business, McGraw Hill.

REFERENCE BOOKS:

- 1 Shiva Ramu. S, International Business, Ammol Publications.
- 2 Don Ball and Wendell McCulloch “ International Business” ,McGraw Hill
- 3 Ajitabh, “ Global Competitiveness”,Excel
- 4 Michael R.Czinkota , Michael H.Moffett , “International Business” ,7th Edition

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand Financial derivatives and types.
- 2 different financial instruments such as options, futures, swaps and other derivative securities.
- 3 use forward and future contract and price determination.
- 4 familiarize options contract and models.

UNIT-I

Introduction to Derivatives: Meaning and need, growth of Financial Derivatives in India, Types of derivatives, and the Regulatory frame work of Derivatives trading in India, Types of Traders/Participants, OTC and Exchange Traded Securities. Role of Derivatives Market- Uses & misuses of Derivatives.

UNIT-II

Forwards and Futures Markets: Different categories of Forwards and Futures ,difference between Forwards and Futures, Hedging strategies, using Futures, Forward and Future Price determination- Interest Rate Futures, Currency Futures and Forwards.

UNIT-III

Option Market: Structure of Option Market, Specifications Of Option, American and European Options, Options Vs Futures, Trading strategies involving Options, Option on Stock Indices - Option Market In India, Option Pricing Models - Introduction to Binomial Option Pricing Model, Black- Scholes Option Pricing Model, Option Strategies - Advanced Option Strategies, Hedging With Options, Currency Options.

UNIT-IV

Swaps: Meaning, Overview - The Structure of Swaps, Evolution of Swaps Market, Features of Swaps, Types of swaps - Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Swaps, Index Swaps, Credit Risk Swaps, Pricing and Valuing Swaps, Management of Risk through Swaps.

TEXT BOOKS:

- 1 John C. Hull, Fundamentals of Futures and Options market, Pearson education.
- 2 Bishnu Priya Mishra and Sathya Swaroop Debasish, Financial Derivatives, Excel, 2009.

REFERENCE BOOKS:

- 1 S.L. Gupta, Financial Derivatives, PHI, 2008.
- 2 John C. Hull, Options, futures and other derivatives, Pearson education.
- 3 N. D Vohra and B. R Bagri, Futures and Options, McGraw Hill.
- 4 Jayanth Rama Varma, Derivatives and risk management, McGraw Hill.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 aware of the concepts and practices of CRM in modern businesses.
- 2 understand suitable practices and programs for the company they would be working.
- 3 Identify and maintain relationship with customers
- 4 know about loyalty programmes to retain the customers.

UNIT-I

Introduction to CRM: CRM as a business strategy - Elements of CRM - CRM Processes and systems - Entrance, applications and success of CRM.

UNIT-II

Strategy and Organization of CRM: Description of customer-Supplier relationships -The dynamic in relationships - Communities - CRM as an integral business strategy- The nature and context of CRM strategy - The results of a successful CRM strategy.

UNIT-III

The Relationship-Oriented Organization: Mission-Culture -Structure -People - Communication and information – Systems - Communications and Multi channels - Customers and the use of the channels - Influence of the channels on pricing and the formation of relationships - The individualized customer proposition - Customization - Individualization of the product offering - Individualized Pricing Policy.

UNIT-IV

Loyalty Programs: Improvement of the size and Quality of the Customer Database - Retention and cross-sell analyses - Retention - Cross-selling -The effects of Marketing activities -Evaluating the effect of Marketing activities on the customer value -Experiments - The learning Organization.

TEXT BOOKS:

- 1 Stan Maklan, Adrian Payne, Joe Peppard, Lynette Ryals, Simon Knox, Customer Relationship Management - Perspectives from the market place, Elsevier, 2002
- 2 Mitch Schneider, Total Customer Relationship Management, Thomson Delmar Learning, 2002.

REFERENCE BOOKS:

- 1 Russ Lombardo, CRM for the Common Man, PEAK Sale Consulting, 2003.
- 2 Federico Rajola, Customer Relationship Management - Organizational and Technological Perspectives – Springer, 2003.
- 3 Jagadesh Seth, Customer Relationship Management.


16MB1405 PERFORMANCE AND COMPENSATION MANAGEMENT
COURSE OUTCOMES:

At the end of the course students able to

- 1 translate business strategy into a comprehensive set of financial and nonfinancial performance measures and targets.
- 2 align accountability and performance measures with strategic objectives.
- 3 develop using Performance information systems
- 4 Familiarize compensation and reward system.

UNIT-I

Overview of Performance and Compensation Management: Concept of Performance Management -purpose and significance- Benefits to managers and employees - characteristics, process of performance management - Compensation Management - Concept, Significance, Basis for Compensation, Factors influencing compensation Practices, Trends, Compensation Determination.

UNIT-II

Organizational performance & Pay Structures: Pay structures - Purpose and Types, Graded pay structures, Broad Banding, Rewarding individual and Team contributions, Relating rewards to organizational performance, non financial rewards.

UNIT-III

Rewarding Performance and Executive Compensation: Individual-based Compensation, Team based Compensation, Incentives- Types of Incentive Plans, Employee Benefits and Pensions, Policies and Practice of Benefits, Agency Theory and Executive Compensation, Principles of Executive Compensation, Factors Affecting Executive Compensation, Models of Executive Compensation.

UNIT-IV

International pay and expatriates rewards: Rewarding Sales Staff, Managing Reward Systems, Statutory Provisions - Wage Boards, Pay Commission - Pay Budget Management - International Pay System - The Role of Fringe Benefits in Reward Systems.

TEXT BOOKS:

- 1 D. Singh, Compensation and reward System, Excel, 2008.
- 2 Tapomoy Deb, Compensation Management, Excel Books, 2009.

REFERENCE BOOKS:

- 1 Henderson, Compensation Management, Pearson, 2008.
- 2 Milkovich, Newman, Compensation Management, TMH, 2009.
- 3 Sunil Bakshi, Compensation Management, Paragon International, 2009.
- 4 Michael Armstrong, Employee Reward, Oxford, 2008.


16MB1406 DATA COMMUNICATION AND NETWORK SECURITY
COURSE OUTCOMES:

At the end of the course students able to

- 1 Understand different types of Networks Network protocols OSI Reference Models.
- 2 Develops Data transmission Terminology Transmission Media and characteristics, Data Encoding.
- 3 Familiarize Communication Techniques, Multiplexing Techniques and Communication Hardware.
- 4 identify Media Access Control and linkages which will cover Random Access Protocols like slotted Aloha CSMA, etc.
- 5 Understand Networks Layers, Transport Layers and Application Layer services.
- 6 Work on Internet ISDN, ATM and Mobile Network.

UNIT-I

General structure of Networks: Introduction - ISO, OSI Reference Model, Hierarchical Network, connectivity analysis - delay analysis - local access Network design, Physical layer-transmission and multiplexing - digital transmission - circuit switching packet switching - terminal handling - error correction and error correcting codes.

UNIT-II

Data - link layer: simple protocols, unrestricted stop and wait sliding window protocols- Network layer- virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.

UNIT-III

Transportation layer and Session layer: transport service, addressing and connection establishment - flow control and buffering - synchronization - crash recovery gate way - internet work fragmentation -session layer, Presentation layer - network security and privacy - data encryption - key distribution authentication and digital signatures -virtual terminal protocols - file transfer protocols

UNIT-IV

Application layer - distribution systems: ISDN - Service & History, TCP/IP and Net Working and Internetworking Derives.

TEXT BOOKS:

- 1 Duck& Read, Data Communication and Computer Networks, Person, 2nd edition 2009.
- 2 Behrouz A. Forouzan, Data Communications and Net Working, TMH, 2009.

REFERENCE BOOKS:

- 1 Bertsekas & Gallages, Data Networks, PHI.
- 2 Michael A. Gallo, Computer Communications and Networking Technologies, Cengage, 2009
- 3 William A. Shay “Understanding Data Communications & Networks”, Vikas.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 identify the determinants of currency prices and explain how this price change in the forex markets.
- 2 distinguish the various exchange rate system affect currency prices.
- 3 know about the forward rates throughout world.
- 4 Familiarize the international parity conditions which link the price of goods, interest rates, spot rates and forward rates.

UNIT-I

Foreign Exchange Market: Function and structure of Forex market - major participants - Foreign Exchange Quotations - Types of transactions - Spot, Forward, Futures, Options and Swaps - Arbitrage and Speculation in Foreign Exchange market - Exchange Arithmetic, Spread , premium and discount, BOP and its components - Capital account and current account.

UNIT-II

International Monetary System : Introduction, Gold Standard, Bretton - Woods System, Exchange rate regime - Fixed and Floating Exchange Rate - convertibility currency, International Liquidity and International Reserves - IMF and World Bank Exchange Rate mechanism, Factors affecting Foreign rates - Purchasing power parity - Interest Rate Parity theorems.

UNIT-III

Foreign Exchange Exposure: Transaction exposure, Accounting exposure and operating exposure - Techniques for covering the Foreign Exchange Risk.

UNIT-IV

International Financial Market Instruments: International Equities - ADRs and GDRs - Foreign Bond and Euro Bond - Short Term and Medium Term Instruments - Risk assessment in International markets - Role of commodities.

TEXT BOOKS:

- 1 T.Siddaiah, International Financial Management, Pearson, 2009.
- 2 Madhu ViJ, International Financial Management, Excel Books.
- 3 Clark, International Financial Management, Cengage,
- 4 A.K.Seth, International Financial Management, Galgotia Publishing Company

REFERENCE BOOKS:

- 1 P.G. Apte, International Financial Management, Tata Mc Graw Hill, 3rd Edition.
- 2 V.Sharan, International Financial Management, Prentice Hall of India, 3rd Edition.
- 3 Buckley Adrin, Engle Wood Cliffs, Multinational Finance, Prentice Hall of India, 3rd Edition.
- 4 S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 identify how the cultural and brand image and direct experience relate to the success of a product.
- 2 understand ethical, social, economic conflicts that marketers have among them.
- 3 understand the advertising effectiveness.
- 4 Familiarize the brands, media planning and message development.

UNIT-I

Basic understanding of brands: concepts and process, significance of a brand, brand mark and trade mark, different types of brand - family brand, individual brand, private brand, selecting a brand name - functions of a brand- branding decisions, influencing factors, Brand vision - brand ambassadors, brand as a personality, as trading asset, Brand extension- brand positioning- brand image building.

UNIT-II

Branding impact on buyers: competitors, Brand loyalty - loyalty programmes, brand equity - role of brand manager - Interrelations with manufacturing, marketing, finance, purchase and R & D, brand audit, Brand rejuvenation and re-launch, brand development through acquisition takes over and merger - Monitoring brand performance over the product life cycle., Co-branding- Designing and implementing branding strategies.

UNIT-III

Advertisements concepts and Media plan: Concept and definition of advertisement - Social, Economic and Legal Implications of Advertisements, setting advertisement objectives , Ad Agencies - selection and remuneration - advertisement campaign, Media plan - type and choice criteria - reach and frequency of advertisements - cost of advertisements related to sales - media strategy and scheduling.

UNIT-IV

Message development: different types of advertisements, layout - design appeal - copy structure, advertisement production, print, Radio, T.V, and web advertisements, Media Research - testing validity and reliability of ads, measuring impact of advertisements, Testing for advertising effectiveness - Preparation and choice of methods of advertising budget, Ethical and social issues in advertising;, Management of advertising agencies, Role of advertising in

natural development.

TEXT BOOKS:

- 1 Kevin Lane Keller, Strategic brand Management, Person Education, New Delhi, 2003.
- 2 S.H.H.Kazmi, Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.

REFERENCE BOOKS:

- 1 Lan Batey, Asian Branding – A great way to fly, Prentice Hall of India, Singapore, 2002.
- 2 Jean Noel, Kapferer, Strategic brand Management, The Free Press, New York, 1992.
- 3 Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York, 2000.
- 4 S. Ramesh Kumar, Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi, 2002.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand the role of cultural context in organizations and apply it to the structure and implementation of Human Resource Management practices.
- 2 identify the Human Resource Management challenges facing multinational corporations, including staffing, training & development, performance management, and compensation.
- 3 Familiarize the global mindset and sensitivity to cultural issues in organizations.
- 4 Assess industrial relations in global level in international perspective

UNIT-I

International HRM & Cross cultural Theories: Concept, HRM at International Perspective - Distinction between Domestic and International HR, Hofstede's Hermes Study - HR Challenges at International Level.

UNIT-II

International staffing, Compensation Management: Nature, Sources, Policies of HR Planning, Recruitment and Selection - Career Cycle for Expatriates - International Compensation - Objectives, Components - Approaches of Compensation in Global Assignments.

UNIT-III

Expatriate Training: Need, Cross Cultural Training, Training Expatriation -Repatriation - Learning -Performance Management and HR Process - Competency Appraisal - Programs and Agencies.

UNIT-IV

Industrial Relations at Global Level: IR Scenario in Global Organizations - Trade Unions at International Level -Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management, People Management - USA, Europe, Asia, Middle East.

TEXT BOOKS:

- 1 Subba Rao, International Human Resource Management, Himalaya, 2008.
- 2 Rao P.L, Internal Human Resource Management, Excel, 2008.

REFERENCE BOOKS:

- 1 Aswathappa, International Human Resource Management, TMH, 2009.
- 2 Tony Edwards & Chris Rees, International Human Resource Management, Pearson, 2008.
- 3 Adler N.J, Kent, International Dimensions of Organizational Behaviour.
- 4 Dowling P.J, Thomson, International Dimension of Human Resource Management
Cengage, 2009.

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 understand the disciplines of records management and archives, their theoretical underpinnings, ways of thinking and professional approaches.
- 2 apply logical and rational processes to analyse the components of an issue; think creatively to generate innovative solutions to records management and archival issues think globally and consider issues from a variety of perspectives.
- 3 know the relevant international standards, tools and practices to the professional practice of records management and archives
- 4 familiarize as appropriate the professional skills of records managers, corporate information managers, archivists and other information professionals;

UNIT-I

IT planning and strategy tools: Strategy analysis, environment analysis- Conducting strategy audit-Assessing opportunities and risks- Company, technology analysis, Industry - technology analysis, Extending the enterprise - Organizing for innovation, Collaboration - Understanding business networks - differentiation interdependence and ownership, Designing hybrid governance models-Building collaborative community- Emerging network business models.

UNIT-II

IT Alignments : Building the case for IT- leveraging infrastructure and creating options- Components of internetworking infrastructures - Rise of internetworking - business implications, Managing IT services - Availability facilities - uninterruptible power, Delivery- climate control - security - New service models.

UNIT-III

IT outsourcing: Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages - Outsourcing opportunities - Managing relationships with outsourcing agencies Coordination and control of IT, Development stages of IT in organizing - Nolans' model - **Distributed data processing:** Centralisation vs decentralization - drivers toward user dominance - Drivers towards centralised policy - Coordination and location IT policy.

UNIT-IV

Project management: Project categories - Project management, stage in project, planning and controlling tools – Problems, Towards effective project management, Technology and innovation- Understanding technological developments - Technology cycles - Creative idea generation - Employee creativity - R&D- Role in technology development - Innovations in IT.

TEXT BOOKS:

- 1 Lynda M. Applegate, Robert D. Ausin and F. Warren McFarlan, Corporate Information strategy and Management, TMH.
- 2 C,S,G., Krishnamaharyulu and Lalitha R., Management of Technology, Himalaya.

REFERENCE BOOKS:

- 1 Sanjiva Shankar Dubey, IT strategy and Management, PHI, 2009.
- 2 Parag Kulkarni, IT strategy for Business, Oxford, 2009.
- 3 V.K.Narayan, Managing Technology and Innovation for competitive Advantage, Pearson, 2009.
- 4 C.K.prahlad ,The New Age of Innovation, TMH, 2009

**COURSE OUTCOMES:**

At the end of the course students able to

- 1 choose any specific problem of Industry or Industry
- 2 Prepare a synopsis indicating the objectives, Methodology, Framework for analysis
- 3 Prepare Action plan with milestones in order to have clarity for the subsequent work