



**SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
(AUTONOMOUS), CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES
ACADEMIC REGULATIONS-2018**

**COURSE STRUCTURE
AND
DETAILED SYLLABI
OF
DEPARTMENT OF MANAGEMENT STUDIES
(Effective for the students admitted into
I - Year from the Academic Year 2018-19 onwards)**

INSTITUTE VISION

To emerge as a Center of Excellence for Learning and Research in the domains of Engineering, Computing and Management

INSTITUTE MISSION

- Provide congenial academic ambience with state-art of resources for learning and research.
- Ignite the students to acquire self-reliance in the latest technologies.
- Unleash and encourage the innate potential and creativity of students.
- Inculcate confidence to face and experience new challenges.
- Foster enterprising spirit among students.
- Work collaboratively with technical Institutes/Universities/Industries of National and International repute.

DEPARTMENT VISION

To Become Center of Excellence for Educating Management Students as Leaders of Tomorrow

DEPARTMENT MISSION

- M1:** Provide congenial academic ambience with necessary infrastructure and learning resources.
- M2:** Inculcate confidence to face and experience new challenges from industry and society.
- M3:** Ignite the students to have creativity, analytical thinking, critical thinking and effective Communication
- M4:** Foster Enterprising spirit among students



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PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

Post Graduates of Management Program shall

PEO1: Have in-depth knowledge through life-long learning to conceptualize, critically analyze and add value in the areas of business management.

PEO2: Have lateral thinking enabling simple solutions for complex managerial problems.

PEO3: Ignite the passion for entrepreneurship.

PEO4: Inculcate a spirit of ethical and social commitment in the personal and professional life and to add value to the society.

PROGRAM OUTCOMES (POs):

PO1: Apply Knowledge of management theories and practices to solve business problems.

PO2: Foster analytical and critical thinking abilities for data - based decision making.

PO3: Ability to develop value based leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal and Ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Apply specialized tools and techniques of human resource management in real life business practices.

PO7: Apply the ever evolving marketing techniques to encounter the challenges and leverage opportunities.

PO8: Apply sophisticated financial tools and techniques for smooth management of organization.



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1. Eligibility for Admissions:

- Admission to the above program shall be made subject to the eligibility, qualifications as prescribed by the university from time to time.
- Admission shall be made strictly on the basis of merit rank obtained by the qualifying candidates at an entrance test (ICET) conducted by the university or on the basis of any other order of merit approved by the university, subject to reservations prescribed by the Government of Andhra Pradesh.

2. Award of Degree:

- A candidate shall be eligible for the award of respective degree if he/she satisfies the minimum academic requirements in every subject including the case studies, seminar, comprehensive viva-voce and project work successfully in not less than prescribed course work duration and not more than double the prescribed course work duration with he/she has not involved in any sort of in disciplinary activities certified by the principal.
- Students, who fail to fulfill all the above academic requirements, shall forfeit their seat in MBA course and their admission will stand cancelled.

3. Course Pattern:

The entire course work of MBA consists of four semesters. During I-I, I-II, II-I and II-II semesters, the student has to study the course work. In addition, in II-II- semester he/ she should carry out project work.

Table 1: Contact Periods, Credits and Marks

Particulars	Semester				Total Marks
	Periods/ Week	Credits	Internal Marks	External Marks	
Theory	04	04	40	60	100
Practical	02	01	40	60	100
Seminar	02	01	100	-	100
Comprehensive Viva- voce	-	01	100	-	100
Project	-	06	40	60	100



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Table 2: Course Pattern and Total Credits

Semester	No. of Subjects	Number of Labs	Project	Seminar and Comprehensive viva -voce	Total Credits	
I-I	06	02	-	-	$6 \times 4 + 2 \times 1 = 26$	26
I-II	06	02	-	-	$6 \times 4 + 2 \times 1 = 26$	26
II-I	06	02	-	-	$6 \times 4 + 2 \times 1 = 26$	26
II-II	04	-	01	01 + 01	$4 \times 4 + 1 \times 6 + 1 \times 1 + 1 \times 1 = 24$	24
Total Credits						102

4. Attendance:

- A student shall be eligible to appear for external examinations, if he/ she acquires a minimum of 75% of attendance in aggregate of all the subjects in a semester.
- **Shortage of attendance below 65% in aggregate shall in NO case be condoned.**
- Condonation of shortage of attendance in aggregate up to 10% (65% or above but below 75%) in each semester may be granted on valid reasons only.
- Students whose shortage of attendance is not condoned in any semester are not eligible to take their external examination of that class and their registration shall stand cancelled.
- A student will not be promoted to the next semester unless he/ she satisfies the attendance requirements of the present semester and can seek re-admission for that semester when offered next.
- A stipulated Condonation fee shall be payable to the college towards the shortage of attendance.

5. Distribution and Credence of Marks:

a. Evaluation of Student's Performance:

- The performance of a student in each semester shall be evaluated subject-wise with a maximum of 100 marks for each Theory subject and Practical subject. In addition, a seminar for 100 marks and project work for 100 marks shall be evaluated.
- In theory subjects internal evaluation will be for 40 marks and 60 marks for the external examination. There shall be five units in each of the theory subjects.



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b. Case Study:

The objective of case study is to enhance the analytical and logical thinking capabilities of student, improve the communication and presentation skills of the student and to enable him/ her to understand the process of problem analysis, identify an appropriate solution with respect to the concept of the subject. The teaching staff concerned shall select the case of recent origin for discussion in the class.

c. Internal Examination:

- I-internal examination shall be conducted in units I, II and half of III unit , II- internal examination shall be conducted in remaining syllabus.
- During the semester, there shall be **two** internal examinations for theory subjects.
- Each internal examination question paper consists of 5 short answer questions for 10 marks and 5 descriptive questions, out of which the student has to answer 3 questions for 30 marks for a total 40 marks in 2 hours of duration.
- Final internal marks for a total of 40 marks shall be arrived by considering the marks secured by the students in both mid examinations with 80% weightage to the better internal exam and 20% to the other.
- If there is any fraction in the marks secured by the student in the internal examination, then it will be rounded off to the next nearest highest mark.

d. External Examination:

- The external examination question paper consists 5 descriptive answer questions with internal choice for 50 marks and 6th question shall be the case study for 10 marks in a total duration of 3 hours.
- All questions have to be answered compulsory. Each question may consists one, two or more sub questions
- A student eligible to appear for the end examination in a subject, but absent for it or has failed in the external examination may appear for that subject at the next supplementary examination offered.
- The seminar and comprehensive viva-voce shall be evaluated by a three member committee consisting of HOD/ HOD's nominee and two senior faculty members.



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e. Project, Seminar and Comprehensive Viva-voce:

Project Work:

The Project work will commence immediately after I Year II Semester but the Final Evaluation will be taken place in II Year II Semester.

Out of a total of 100 marks for the project work, 40 marks shall be for internal evaluation and 60 marks for the external evaluation (viva-voce).

Seminar:

For the seminar, the student shall collect the information on a specialized topic and prepare a technical report, showing his/ her understanding about the topic, and submit the same to the department before making presentation. The report and the presentation shall be evaluated by the above said three member committee.

Comprehensive Viva-voce:

A comprehensive viva-voce pertaining to the student's specialization will be conducted for 100 marks (internal evaluation) at the end of II-II-semester by the above said three member committee. He/ she should secure 50% marks to acquire the required credits.

f. Audit Courses, Online Courses (MOOC's), Preservation of Records, Industrial Visit and Value Added Courses

Audit Courses:

There shall be two audit pass courses in Corporate Chanakya-I and Corporate Chanakya-II with no credits. There shall be no external examination. However, attendance in the audit course shall be considered while calculating aggregate attendance and student shall be declared pass in the audit course only when he / she secures 40% or more in the internal examinations. In case if student fails, re-exam shall be conducted for failed candidates every six months / semester at a mutual convenient date of college / student satisfying the conditions mentioned in item 1 & 2 of the regulations.



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Online Courses

Massive Open Online Course (MOOC's):

The college in line with the developments through Learning Management Systems (LMS) intends to encourage the students to do online courses in MOOCs, offered nationally / internationally. The main intension to introduce MOOCs is to obtain enough exposure through online tutorials, self-learning at one's own pace, attempt quizzes, discuss with professors from various universities and finally to obtain certificate of completion of the course from the MOOCs providers. Institution intends to encourage the students to do one MOOC in I year II Semester of the M.B.A. Program. The respective departments shall give a list of standard MOOCs providers among edx, Udacity, Coursera, NPTEL or any other standard providers, whose credentials are endorsed by the HOD. Each department shall appoint Coordinators / Mentors and allot the students to them who shall be responsible to guide students in selecting online courses and provide guidance for the registration, progress and completion of the same. A student shall choose an online course (relevant to his / her program of study) from the given list of MOOCS providers, as endorsed by the teacher concerned, with the approval of the HOD. Students may be permitted to register one online course (which is provided with certificate) in I year II semester and they should produce the course completion certificate of that course to the controller of Examination to become eligible for fulfillment of the degree.

Preservation of Records

The laboratory records, internal test papers and end examination answer booklets shall be preserved for minimum of 2 years in the institution

Industrial Visit:

Every student is required to go for at least one Industrial Visit starting from first year of the Program. The Heads of Departments shall ensure that necessary arrangements are made in this regard.

Value Added Courses

The Students may optionally undergo for Value Added Courses. The details of the syllabus, time table and faculty may be sent to the Controller of Examinations. Students can take a minimum of 30 lecture / Practice session course during the entire duration of the Program.



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6. Minimum Academic Requirements:

Academic requirements to be satisfied besides the attendance mentioned in section-4 :

- a. A student shall be deemed to have satisfied the minimum academic requirements and acquired the credits allotted to each theory, practical and project, if he/ she secures a minimum of 40% of marks in the external examination and a total of 50% of marks in the internal and external examinations put together for that particular subject.
- b. For practical subjects, 60 marks shall be for the End Semester Examinations and 40 marks will be for internal evaluation based on the day to day performance.
- c. For Seminar there will be an internal evaluation of 100 marks. A candidate has to secure a minimum of 50% to be declared successful. The assessment will be made by a board consisting of HOD/HOD's nominee and two senior internal experts at the end of the semester instruction.
- d. Out of a total of 100 marks for the project work, 40 marks shall be for Internal Evaluation and 60 marks for the End Semester Examination. The End Semester Examination (viva-voce) shall be conducted by an External examiner nominated by the principal, HOD & Supervisor as a committee. The evaluation of project work shall be conducted at the end of the II - II semester. The Internal Evaluation shall be made by the departmental committee, on the basis of two seminars given by each student on the topic of his project.

7. Re-registration for Improvement of Internal Marks:

Conditions to avail the benefit of improvement of internal marks:

- The candidate should have completed the course work and obtained examination results for I and II- semesters.
- He should have passed all the subjects for which the internal marks secured are 50% or above.
- Out of the subjects the candidate has failed in the examination due to lack of internal marks secured being less than 50%, the candidate shall be given one chance for each theory subject and for a maximum of three theory subjects for improvement of internal marks.



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- The candidate has to re-register for the chosen subjects and fulfill the academic requirements as and when they are offered.
- For each subject the candidate has to pay a fee equivalent to one-third of the semester tuition fee and the amount is to be remitted in the form of DD in favor of The **Principal, SITAMS** payable at Chittoor along with a requisition letter through the HOD.
- In case of availing the chance of improvement of internal marks, both the internal marks as well as the external marks secured in the previous attempts for the registered subjects will stand cancelled.

8. Evaluation of Project/ Dissertation Work:

- Every candidate shall be required to submit thesis or dissertation after taking up a topic approved by the Project Review Committee (PRC) that consists of HOD / HOD's, nominee coordinator and project supervisor.
- A candidate is permitted to register for the project work after satisfying the attendance requirements of all the courses (Theory and practical courses of I-I, I-II, and II-I semester)
- PRC shall monitor the progress of the project work.
- The work on the project shall be initiated in II-I semester and continued in II-II semester. The candidate can submit the project thesis with the approval of PRC at the end of II-II semester.
- The student must submit status report at least in two different phases during the project work period. These reports must be approved by the PRC before submitting project report.
- The internal evaluation shall be done by the PRC on the basis of two seminars to be given by each student on the topic of his / her project.
- The department shall submit a panel of three experts for a batch of 20 students. However the viva-voce examiners will be selected by the Controller of Examinations in consultation with the Principal.
- The viva-voce shall be conducted by the PRC and an external examiner.
- The evaluation of project work shall be conducted at the end of the II- II semester.



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- Three copies of thesis/ dissertation certified in the prescribed form by the supervisor and HOD/ HOD's nominee shall be presented to the HOD. One copy should be forwarded to the college and one copy must be sent to the examiner.

9. Re-admission:

When a student is detained due to lack of credits/ shortage of attendance he/ she has to get re-admitted for that semester/ year after fulfillment of academic regulations, whereas he/ she continues to be in the academic regulations in which he/ she is admitted.

10. Transitory Regulations:

Candidates who have been detained due to lack of attendance or have not fulfilled academic requirements or failed after having undergone the course in the earlier regulations or discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same or equivalent subjects as and when subjects are offered, subject to section-2 and they continue to be in the same academic regulations in which they are admitted.

11. Withhold of Results:

If the candidate has not paid the dues to the college or if any case of indiscipline/ malpractice is pending against him/her, the result of such candidate shall be withheld and he/she will not be allowed/ promoted into the next higher semester. The issue of degree is liable to be withheld in such cases.

12. Award of Letter Grades:

- All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain number of points, will be awarded as per the range of total marks (out of 100) secured by the candidate in each subject as detailed below:

Letter Grade	Grade Points	Marks Range
S	10	90 – 100
A	9	80 – 89
B	8	70 – 79
C	7	60 – 69
D	6	50 – 59
F	0	< 50 (Fail)
AB	ZERO	--



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- **Grade Sheet**

After results are declared, grade sheets will be issued to the student with the following details:

- a. The college in which the candidate has studied
- b. The list of courses enrolled during the semester and the grade scored
- c. The Grade Point Average (GPA) for the semester and
- d. The Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards

- **I SGPA**

The Semester Grade Point Average (SGPA) is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where, C_i is the number of credits of the i^{th} subject and G_i is the grade point scored by the student in the i^{th} course.

- **II CGPA**

The Cumulative Grade Point Average (CGPA) will be computed in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.

$$CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

Where, S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester.

- **III** Both SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.
- SGPA will be given to those who cleared all the subjects in that semester

GRADE POINT: It is a numerical weight allotted to each letter grade on a 10-point scale.



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LETTER GRADE: It is an index of the performance of students in a said course. Grades are denoted by letters S, A, B, C, D and F.

13. Classification of Successful Candidates.

- Classification of performance of the students at the end of the course (after completing all the course requirements) will be based on CGPA (Cumulative Grade Point Average) as indicated below.

Classification	CGPA
First Class with Distinction	7.5 and above
First Class	≥ 6.5 to < 7.5
Second Class	≥ 5.0 to < 6.5

- A minimum of 5.0 CGPA is required for the award of the degree.

14. Revaluation:

A candidate can apply for revaluation of his/ her end examination answer paper in theory courses. The examination section shall issue a notification inviting applications for the revaluation after publishing the results. The application forms can be obtained from the examination section. A candidate can apply for revaluation of answer scripts in not more than 5 subjects at a time.

No revaluation for seminar, comprehensive Examination, practical and project work.

15. Number of Instruction Days:

The minimum no. of instruction days including examinations will be 90 per semester.

16. Rules of Discipline:

- Any attempt by any student to influence the teachers, examiners, faculty and staff of controller of examination for undue favors in the exams, and bribing them for marks/ attendance will be treated as malpractice cases and the student can be debarred from the college.



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- When the student absents himself/ herself, he/she is treated as to have appeared and obtained ZERO marks in that subject(s) and grading is done accordingly.
- When the performance of the student in any subject(s) is cancelled as a punishment for indiscipline, he/she will be awarded zero marks in that subject(s).
- When the student's answer book is confiscated for any kind of attempted or suspected malpractice the decision of the examiner is final.

17. General:

- The academic regulations should be read as a whole for purpose of any interpretation.
- Malpractices rules- nature and punishments is appended.
- In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Vice-Chairman of the academic council will be final.
- The college may, from time to time, revise, amend or change the regulations, scheme of examinations and syllabi.

18. Disciplinary action for malpractices / improper conduct in examinations:

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



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	computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate will be cancelled and retained by the CE.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all university examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he/she will be handed over to the police and a case is registered against him/her.
4.	smuggles in the answer book or additional sheet or takes out or arranges to send out the question paper or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all university examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.



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6.	refuses to obey the orders of the Chief Superintendent/Assistant-Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall or causes any injury to his person or to any of his relatives whether by offensive words spoken or written or by signs or by visible representation or assaults the officer-in-charge, or any person on duty inside or outside the examination hall or any of his relatives, or indulges in any other act of misconduct or mischief which results in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates are also debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	leaves the exam hall taking away answer script or intentionally tears off the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all the external examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	possesses any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.



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9.	belongs to college, who is not a candidate for the particular examination or any person not connected with the college but indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the college will be expelled from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the college will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken state to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying is detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Principal for further action to award suitable punishment.	

- **Malpractices identified by Invigilators or special invigilators or additional or controller of examinations or Principal**
- **Punishments to the candidates as per the above guidelines.**



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I MBA I Semester

S. No.	Subject Code	Subject	Subject Category	Scheme of Instructions Hours per Week				Scheme of Examination Maximum Marks		
				L	T	P/D	C	I	E	Total
1	18MBA111	Management and Organization Behaviour	PC	4	-	-	4	40	60	100
2	18MBA112	Statistical Methods for Managers	PC	3	1	-	4	40	60	100
3	18MBA113	Managerial Economics	PC	4	-	-	4	40	60	100
4	18MBA114	Financial Accounting for Managers	PC	3	1	-	4	40	60	100
5	18MBA115	Business Law and Regulations	PC	4	-	-	4	40	60	100
6	18MBA116	Business Environment	PC	4	-	-	4	40	60	100
7	18MBA117	Business Communication Lab	PC	-	-	2	1	40	60	100
8	18CSE113	Information Technology For Management Professionals	PC	-	-	2	1	40	60	100
Contact Hours per week				22	2	4	-	-	-	-
Total Hours per week				28			-	-	-	-
Total credits (6 Theory + 2 Labs)							26	-	-	-
Total Marks								320	480	800



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I MBA II Semester

S. No.	Subject Code	Subject	Subject Category	Scheme of Instructions Hours per Week				Scheme of Examination Maximum Marks		
				L	T	P/D	C	I	E	Total
1	18MBA121	Human Resource Management	PC	4	-	-	4	40	60	100
2	18MBA122	Financial Management	PC	3	1	-	4	40	60	100
3	18MBA123	Marketing Management	PC	4	-	-	4	40	60	100
4	18MBA124	Production and Operations Management	PC	4	-	-	4	40	60	100
5	18MBA125	Management Information System	PC	4	-	-	4	40	60	100
6	18MBA126	Research Methodology	PC	4	-	-	4	40	60	100
7	18MBA127	Soft skills Lab	PC	-	-	2	1	40	60	100
8	18MBA128	Case Study Analysis	PC	-	-	2	1	40	60	100
9	OE	Massive Open Online Courses (MOOC)	OE	-	-	-	-	-	-	-
Contact Hours per week				23	1	4	-	-	-	-
Total Hours per week				28			-	-	-	-
Total credits (6 Theory + 2 Labs)							26	-	-	-
Total Marks								320	480	800



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II MBA I Semester

S. No.	Subject Code	Subject	Subject Category	Scheme of Instructions Hours per Week				Scheme of Examination Maximum Marks		
				L	T	P/D	C	I	E	Total
1	18MBA211	International Business Management	PC	4	-	-	4	40	60	100
2	18MBA212	Digital Marketing	PC	4	-	-	4	40	60	100
Elective-I										
3	18MBA213 A	Cost & Management Accounting	CE	4	-	-	4	40	60	100
4	18MBA213 B	Retailing Management	CE	4	-	-	4	40	60	100
5	18MBA213 C	Talent Management	CE	4	-	-	4	40	60	100
6	18MBA213 D	Enterprise Resource Planning	CE	4	-	-	4	40	60	100
Elective-II										
7	18MBA214 A	Financial Institutions and services	CE	4	-	-	4	40	60	100
8	18MBA214 B	Consumer Behaviour	CE	4	-	-	4	40	60	100
9	18MBA214 C	Training and Development	CE	4	-	-	4	40	60	100
10	18MBA214 D	Customer Relationship Management	CE	4	-	-	4	40	60	100
Elective-III										
11	18MBA215 A	Security Analysis and Portfolio Management	CE	4	-	-	4	40	60	100
12	18MBA215 B	Sales and Distribution Management	CE	4	-	-	4	40	60	100
13	18MBA215 C	Knowledge Management	CE	4	-	-	4	40	60	100
14	18MBA215 D	Decision Support System	CE	4	-	-	4	40	60	100
Elective-IV										
15	18MBA216 A	Corporate Restructuring	CE	4	-	-	4	40	60	100
16	18MBA216 B	Advertising and Brand Management	CE	4	-	-	4	40	60	100
17	18MBA216 C	Labour Legislation	CE	4	-	-	4	40	60	100
18	18MBA216 D	E-Commerce	CE	4	-	-	4	40	60	100
19	18MBA217	Company Analysis and Report Presentation	PC	-	-	2	1	40	60	100
20	18MBA218	Data Analytics using Excel and Tally	PC	-	-	2	1	40	60	100
21	18AUD211	Corporate Chanakya-1	AC	2	-	-	-	40	-	40
Contact Hours per week				26	-	4	-	-	-	-
Total Hours per week				30			-	-	-	-
Total credits (6 Theory + 2 Labs)							26	-	-	-
Total Marks								360	480	840



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II MBA II Semester

S. No.	Subject Code	Subject	Subject Category	Scheme of Instructions Hours per Week				Scheme of Examination Maximum Marks		
				L	T	P/D	C	I	E	Total
1	18MBA221	Strategic Management	PC	4	-	-	4	40	60	100
2	18MBA222	Entrepreneurship Development	PC	4	-	-	4	40	60	100
Elective-I										
3	18MBA223 A	Financial Derivatives	CE	4	-	-	4	40	60	100
4	18MBA223 B	Services Marketing	CE	4	-	-	4	40	60	100
5	18MBA223 C	Compensation Management	CE	4	-	-	4	40	60	100
6	18MBA223 D	Software Project Management	CE	4	-	-	4	40	60	100
Elective-II										
7	18MBA224 A	International Finance	CE	4	-	-	4	40	60	100
8	18MBA224 B	International Marketing	CE	4	-	-	4	40	60	100
9	18MBA224 C	International Human Resource Management	CE	4	-	-	4	40	60	100
10	18MBA224 D	Expert systems and Artificial Intelligence	CE	4	-	-	4	40	60	100
11	18MBA225	Seminar	PC	-	-	2	1	100	-	100
	18MBA226	Comprehensive Viva-voce	PC	-	-	-	1	100	-	100
12	18MBA227	Project Work	PW	-	-	-	6	40	60	100
13	18AUD222	Corporate Chanakya-2	AC	2	-	-	-	40	-	40
Contact Hours per week				18	-	2	-	-	-	-
Total Hours per week				20			-	-	-	-
Total credits (Theory 4+ 1Labs)							24	-	-	-
Total Marks								440	300	740



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SUMMARY OF CREDIT ALLOCATION

S. No.	Subject Area	Credits As Per Semester				Total Credits
		I-I	I-II	II-I	II-II	
1.	PC	26	26	10	10	72
2.	CE	-	-	16	8	24
3.	OE	-	-	-	-	-
4.	AC	-	-	-	-	-
5.	PW	-	-	-	6	06
Total						102

Note: PC - Professional Core; CE - Core Elective; OE - Open Elective; PW - Project Work; AC - Audit Course.

PERCENTAGE – WISE CREDIT DISTRIBUTION

S. No.	Category	Credits Allocated	Percentage –wise Credit Distribution
1	PC – Professional Core	72	70.59
2	CE- Core Elective	24	23.53
3	OE- Open Elective	-	-
4	AC – Audit Course	-	-
5	PW – Project Work	6	5.88
	Total	102	100



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I MBA - I Semester

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18MBA111 MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Course Educational Objectives (CEOs):

CEO1: To make students understand the basic perspectives of management concepts, theories and practices

CEO2: To gain and apply the basic knowledge for understanding functional areas of management

CEO3: To provide the students with the conceptual framework and theories of organizational behavior

CEO4: To make students understand the concepts of leadership and motivation

CEO5: To analyze the group dynamics and conflicting situation in business organizations

UNIT-I: Introduction to Management: Management concept, Significance, Levels, Functions -Management as an Art, Science and Profession - F.W Taylor's Scientific management Theory - Fayol's theory Management –Social responsibilities.

UNIT-II: Functions of Management: Introduction, Planning, Process of planning - Techniques of decision making. Organizing: Organization Structure, Span of Control, Line and Staff, Delegation, Centralization and Decentralization, Staffing, Direction, Controlling and its Techniques, Co-ordination.

UNIT-III: Organizational Behaviour: Meaning, Nature and Scope of Organizational Behavior –Perception: Factors Influencing Perception, **Learning:** Theories: Classical conditioning, Operant conditioning and Social Learning Theory, Principles of Learning, **Personality:** Determinants and Theories of Personality–Trait Theory, **Sigmund Freud** Theory, **Erickson** Theory.

UNIT-IV: Leadership and Motivation: Leadership, Trait Approach to Leadership, Leadership Styles -Managerial Grid - Transactional Vs Transformational leadership, Motivation: Theories of Maslow, Herzberg, Theory X, Theory Y & Theory Z.

UNIT-V: Behavioural Dynamics: Group Dynamics, Transactional Analysis and Johari Window, Management of organizational conflicts, Organisational Change and Development, Theories of planned change, Impact of change, Factors affecting change.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the basic concepts, theories of management and evolution of management thought.	PO1
CO2	Apply various functions and techniques of management.	PO1, PO2, PO6
CO3	Understand the fundamentals of organizational behavior, theories of learning and personality.	PO1, PO2, PO5
CO4	Apply the different styles of leadership and theories of motivation.	PO3, PO6
CO5	Analyze group dynamics and conflicting situations in business organizations.	PO1, PO5, PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO CO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C1101 : MANAGEMENT OF ORGANISATIONAL BEHAVIOUR	C1101.1	3	-	-	-	-	-	-	-
	C1101.2	3	2	-	-	-	2	-	-
	C1101.3	3	1	-	-	3	-	-	-
	C1101.4	-	-	3	-	-	2	-	-
	C1101.5	3	-	-	-	2	2	-	-
	C1101	3	1.5	3	-	2.5	2	-	-

Text Books:

- Essentials of Management, 10/e., Koontz H and Wehrich H, McGraw-Hill, New York, 2015.
- Organizational Behavior, 15/e, Stephen P. Robbins, Pearson Education, San Diego, 2013.

References:

- Organizational Behavior, 9/e, Steven L. McShane, Mary Ann Von Glinow, et al., McGraw Hill, 2002.
- Organizational Behaviour, 12 /e, Fred Luthans, Tata McGrawHill, NewDelhi, 2010.
- Organizational Behaviour, 15/e, Robbins, SP, Prentice Hall of India, New Delhi, 2012.
- Management and Organisational Behaviour, 4/e, Subbarao P, Himalaya Publishing House, New Delhi, 2010.



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I MBA I Semester

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18MBA112 STATISTICAL METHODS FOR MANAGERS

Course Educational Objectives (CEOs):

CEO1: To provide knowledge on

- Significance of Statistics, Sources of data, Types of Data, Methods of Data Collection. Classification and Tabulation of data, Types of classification and tables, Rules of Classification and tabulation
- Presentation of data through suitable Graphs and Diagrams

CEO2: To develop skills for the measurement of right average for the given data

CEO3: To provide knowledge for the measurement of right deviation and coefficient of variation for the given data to take right managerial decision

CEO4: To provide knowledge to find out the relationship between variables and Coefficient of Correlation for the given data to take right managerial decision

CEO5: To develop skills for the application of a right test for the given data to take right managerial decision

UNIT-I: Introduction: Meaning and definition of Statistics,- Nature, Scope, Significance of Statistics, Sources of data – Types of Data – Methods of Data Collection. Classification and Tabulation of data – Types of classification and tables –Rules of Classification and tabulation.

Graphs & Diagrams: Graphs and Diagrams Presentation – Importance and different types of graphs and diagrams, Case Study.

UNIT-II: Measures of Central Tendency: Arithmetic–Weighted mean. Median, Mode, Case study.

UNIT-III: Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Case study.

UNIT-IV: Correlation and Regression: Introduction, Significance and Types of Correlation, Methods of Correlation- Coefficient of Correlation, and Multiple Correlation Analysis.

Regression: Meaning and Purpose of Regression Analysis – Regression Lines and Regression Equations, Multiple Regression Analysis, Case study.

UNIT-V: Testing of Hypothesis: One Sample and Two sample tests for means of small samples (t-Test), F test for two samples. ANOVA (One way classification and Two way Classification), Chi- square test (Goodness of Fit, Independence of attributes), Case study.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the Sources of data, Types of Data, Methods of Data Collection preparation of Classification and Tabulation of data.	PO1, PO2, PO5, PO6, PO7, PO8
CO2	Apply a right average for the given data to take right managerial decision.	PO1, PO2, PO5, PO6, PO7, PO8
CO3	Apply a right deviation and coefficient of variation for the given data to take right managerial decision.	PO1, PO2, PO5, PO6, PO7, PO8
CO4	Evaluate the relationship between variables and Coefficient of Correlation for the given data to take right managerial decision.	PO1, PO2, PO5, PO6, PO7, PO8
CO5	Apply a right test for the given data to take right managerial decision.	PO1, PO2, PO4, PO5, PO6, PO7, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
	CO								
C1102 : STATISTICAL METHODS FOR MANAGERS	C1102.1	3	3	-		3	2	3	3
	C1102.2	2	3	-		3	3	3	3
	C1102.3	3	3	-		3	3	3	3
	C1102.4	3	2	-		3	3	3	3
	C1102.5	3	3	-	3	3	3	3	2
	C1102	2.8	2.8	-	3	3	2.8	3	2.8

Text Books:

1. Statistical Method, S.P Gupta, Sulthan Chand & Sons, 2017.
2. Statistics for Management, Richard I Levin, David S.Rubin, Pearson, 2008.

References:

1. Business Statistics, Gupta S.C & Ira Gupta, Himalaya Publishing House, Mumbai, 2012.
2. Statistics for Management, P.N.Arora, S.Arora, S.Chand, 2009.
3. Statistics for Management, Levin, Pearson Company, New Delhi, 2013.



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I MBA I Semester

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18MBA113

MANAGERIAL ECONOMICS

Course Educational Objectives (CEOs):

CEO1: Develop a fundamental understanding of role of managerial economist, demand analysis and elasticity's of demand.

CEO2: Use firm and industry cost analysis for production and strategic decisions

CEO3: Understand competitive markets and economic efficiency

CEO4: Distinguish between different market structures and different business strategies

CEO5: Understanding and Apply the macroeconomic environment for affecting the business decision making.

UNIT-I: Introduction to Managerial Economics: Meaning of Managerial Economics - Nature and Scope – Managerial Decision Making Process – Role of Managerial Economist - Managerial Theories: Marries Managerial Model – Williamson,s Managerial Model.

UNIT-II: Demand and Production Analysis: Demand Schedule – Demand Function - Law of Demand and its Exceptions – Elasticity of Demand – Price, Income and Cross Elasticity.

Meaning of Production - The Production Function – Law of Variable Proportions – Law of Returns to Scale – Cobb-Douglas Production Function

UNIT-III: Cost Analysis and Markets: Meaning of Cost – Cost Concepts – Cost Function- Cost Output Relationship in Short run and Long run. Introduction to Markets – Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly - Baumols Sales Revenue Maximizing Model.

UNIT-IV: Consumption and Theories of Consumption Function: Meaning of Consumption Function – Average Propensity Consumption – Marginal Propensity Consumption – Theories of Consumption: The Absolute Income Hypothesis – The Relative Income Hypothesis – The Permanent Income Hypothesis – The Life Cycle Income Hypothesis.

UNIT-V: Business Cycles and Inflation:

Meaning of Business Cycles – Phases of a Business Cycle (Expansion, Recession, Depression, Recovery) Meaning of Inflation – The Inflationary Gap – Types of Inflation: Demand full Inflation – Cost-Push Inflation – Structural Inflation – Mark-up Inflation – Open and Suppressed Inflation – The Philips Curve – The Relation between Unemployment and Inflation.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the nature and scope of managerial economics and managerial theories to make effective economic decisions in the organization.	PO1 & PO2
CO2	Understand the demand and production analysis of products to take managerial decisions.	PO1 & PO2
CO3	Evaluate the cost-output relationship and understand the various types of markets.	PO1 & PO2
CO4	Understand the consumption and theories of consumption function.	PO1 & PO2
CO5	Understand about the inflation and business cycles.	PO1, PO2 & PO4

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C1103 : MANAGERIAL ECONOMICS	C1103.1	3	2	-	-	-	-	-	-
	C1103.2	3	3	-	-	-	-	-	-
	C1103.3	3	3	-	-	-	-	-	-
	C1103.4	2	3	-	-	-	-	-	-
	C1103.5	3	2	-	2	-	-	-	-
	C1103	2.8	2.6	-	2	-	-	-	-

Text Books:

1. Managerial Economics, Analysis, Problems and Cases, 17/e, P.L.Mehta, Sultan Chand & Sons, New Delhi, 2011.
2. Managerial Economics, 19/e, R.L.Varshney and K.L.Maheshwari, Sultan Chand & Sons, New Delhi, 2007.

References:

1. Managerial Economics, 8/e, D.N.Dwivedi, Vikas Publishing House Pvt. Ltd., Noida, 2015.
2. Managerial Economics, 1/e, H.L.Ahuja, S.Chand & Company Ltd., New Delhi, 2007.
3. Economics, 19/e, Paul A Samuelson and William D Nordhaus, Indian Adaptation, Sudip Chaudhuri and Anindya Sen, Tata McGraw Hill, New Delhi, 2010.
4. Macro Economic Theory, 11/e, M.L.Jhingan, Vrinda Publications Pvt Ltd, New Delhi, 2003.
5. Managerial Economics, 19/e, R.L.Varshney and K.L.Maheshwari, Sultan Chand & Sons, New Delhi. 2007.



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I MBA I Semester

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18MBA114 FINANCIAL ACCOUNTING FOR MANAGERS

Course Educational Objectives (CEOs):

CEO1: To provide knowledge on accounting principles, books of original record and preparation of financial statements.

CEO2: To make aware of various valuation methods of Fixed Assets and Inventory.

CEO3: To create awareness on entries for issue of shares and debentures.

CEO4: To understand analysis of financial statements through various tools.

CEO5: To develop the skills for analysis of financial statements through ratio analysis.

UNIT-I: Introduction to Accounting : Meaning and Objectives of Accounting - The Generally Accepted Accounting Principles (GAAP) - Accounting Concepts and Conventions - Double Entry Book Keeping System. Books of Original Record: Journal and Subsidiary Books - Ledger - Trial Balance - Final Accounts with Adjustments.

UNIT-II: Valuations of Fixed Assets and Inventory: Fixed Assets : Meaning of Tangible and Intangible Assets – Importance of valuation of fixed assets - Methods of Depreciation: Fixed Installment Method and Diminishing Balance Method. **Inventory:** Meaning, Importance - Methods of Inventory Valuation: FIFO Method, LIFO Method and Weighted Average Method.

UNIT-III: Issue of Shares and Debentures : Issue of Shares : Meaning and types of shares - Entries for Issue of Shares - Forfeiture and Re-issue of Forfeited Shares. Issue and Redemption of Debentures: Meaning and types of debentures - Issue and redemption of debentures.

UNIT- IV: Financial Statement Analysis : Objectives and Tools of Financial Analysis – Comparative, Common-size and Trend Analysis - Analysis of Cash Flow Statement and Funds Flow Statement.

UNIT-V: Ratio Analysis : Ratio Analysis: Meaning, Advantages, Limitations and Types: Liquidity, Leverage, Solvency and Profitability Ratios - Du-pont Chart –A Case Study on Ratio Analysis.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the accounting principles, double entry book keeping system and financial statements.	PO1, PO2, PO8
CO2	Apply the various methods of valuation of fixed assets and inventory.	PO1, PO8
CO3	Understand the importance of recording journal entries at the time of issue of shares and debentures.	PO2, PO8
CO4	Analyze the financial statements through various tools to measure the performance of the company.	PO1, PO2, PO4, PO8
CO5	Evaluate the financial statements through ratio analysis to measure the performance of the company.	PO1, PO2, PO4, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C1104 : FINANCIAL ACCOUNTING FOR MANAGERS	C1104.1	3	3	-	-	-	-	-	3
	C1104.2	2	-	-	-	-	-	-	3
	C1104.3	-	2	-	-	-	-	-	3
	C1104.4	3	3	-	2	-	-	-	3
	C1104.5	3	3	-	2	-	-	-	3
	C1104	2.75	2.75	-	2	-	-	-	3

Text Books:

1. Financial Accounting, Partha Chatterjee, Himalaya Publishing House Pvt. Ltd. India, 2011.
2. Financial Accounting and Analysis,, Revised Edition, P.Premchand Babu and M.Madana Mohan, Himalaya Publishing House Pvt. Ltd. India, 2011.

References:

1. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI, 2009.
 2. Financial Accounting Management an Analytical Perspective, Ambrish Gupta, Pearson Education, 2009.
 3. Financial Accounting Reporting and Analysis, Stice & Stice Thomson. 2007
 4. Accounting – Text and Cases, Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, TMH, 2008.
 5. Accounting for Management, Vijaya Kumar, TMH, 2009.
- Financial Accounting, Dr.S.K. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Ltd., 2007.



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I MBA –I Semester

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18MBA115 BUSINESS LAW AND REGULATIONS

Course Educational Objectives (CEOs):

This course is designed to provide the student with knowledge of the legal environment which consumer and business operates, and to provide the student with knowledge of legal principles.

CEO1: To provide the student with knowledge of the legal environment pertaining to business transactions

CEO2: To provide the student with knowledge of legal principles pertaining to sale of goods

CEO3: To provide the student the knowledge of negotiable instruments

CEO4: To provide the student the knowledge of legal and fiscal structure of the company and the responsibilities of the directors of the company

CEO5: To provide the concise legal argument on the goods and services tax

UNIT-I: Law of contract – 1872: Nature of contract - Essential Elements of Valid Contract- Offer and Acceptance- Consideration-Capacity to Contract - Free Consent. **Legality of Object:** Contingent Contracts - Performance and Discharge of Contracts - Remedies for Breach of Contract.

UNIT-II: Sale of Goods Act-1930: General principles - Indemnity and Guarantee – Conditions and Warranties. **Bailment:** Characteristics, Rights and Duties of Bailer and Bailee – Performance of Contract of Sale.

UNIT-III: Negotiable Instrument Act – 1881: Negotiable Instruments - Promissory note, Bills of Exchange and Cheques, **Endorsement:** Types of Endorsement - Discharge of parties.

UNIT-IV: Companies Act – 1956: Steps and Procedure for Incorporation of the Company - Company Meetings - Appointment of Directors - Powers, Duties, and Liabilities of Directors - Resolutions - Winding up of a Company.-Companies act 2013

UNIT-V: Goods and Services Tax (GST): Goods and services tax(GST)-Basic concepts, GST On Various Items.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the law of contract 1872 and remedies for breach of contract.	PO1, PO2, PO3, PO4, PO6, PO7
CO2	Understand the sale of goods act 1930, bailment and its performance on contract of sale.	PO1, PO2, PO4, PO6, PO7
CO3	Understand the negotiable instrument act 1881 and endorsement and apply the same in business.	PO1, PO2, PO3, PO4, PO6, PO7
CO4	Analyse the legal structure of the company and their responsibilities to start a new venture and responsibilities of a director	PO1, PO2, PO3, PO4, PO6
CO5	Understand the present coherent, concise, legal importance on the goods and services tax and apply the same in his/her profession.	PO1, PO2, PO3, PO4, PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C1105 : BUSINESS LAW AND REGULATIONS	C1105.1	3	3	3	3	-	3	3	-
	C1105.2	3	3	-	3	-	3	3	-
	C1105.3	3	3	3	3	-	3	3	-
	C1105.4	3	3	3	3	-	3	-	-
	C1105.5	3	3	3	3	-	3	-	-
	C1105	3	3	3	3	3	-	3	3

Text Books:

1. Business Law I Essentials, Mirande Valbrune, Renee de Assis, Suzanne Cardell, 12th Media Services, 2019.
2. Mercantile Law, N. D. Kapoor, Sultan Chand & Sons, New Delhi, 2009.
3. Business Law 2/e, P.C. Tulsian, Tata Mcgraw Hill, New Delhi, 2000.

References:

1. Business Law, N.D.Kapoor, Sulthan Publishers, New Delhi, 2002.
2. Mercantile Law, 3/e, S.S.Gulshan, Excel Books, New Delhi, 2006.
3. A Manual of Business Laws, S.N.Maheswari & Maheswari, Himalaya Publishers, New Delhi, 2008.



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18MBA116

BUSINESS ENVIRONMENT

Course Educational Objectives (CEOs):

CEO1: Understand the concept, significance and changing dimensions of Business Environment

CEO2: Identify various types of Business Environment and tools for scanning the Environment

CEO3: Gain insights Trends in Revenue and Expenditure of Central and State Governments

CEO4: Understand the Impact of WTO on Various Aspects of Indian Economy

CEO5: Gain insights on Trade Zone–Export Processing Zone–Special Economic Zones

UNIT-I: Industrial Policy, Globalization and FDI : 1956 Industrial Policy - 1991 Industrial Policy – Globalization - Global Trade and Developing Countries - Globalization and its Impact on India - FDI Strategies – Acquisitions and Greenfield Investment – FDI Theories and Concepts – FDI and Developing Countries – FDI in India – Benefits of FDI – EXIM Policy.

UNIT- II: Fiscal Policies and Balance of Payments: Public Revenue and Expenditure–Public Debt – Trends in Revenue and Expenditure of Central and State Governments – Deficit Financing in India – Highlights of Budget - Balance of Payments - Structure and Components of Balance of Payments – Causes and Correction Measures of Disequilibrium in Balance of Payments.

UNIT-III: International Trade Regulatory Frame work: Trade Barriers - Tariff and Non-Tariff Barriers – Quotas – Export Promotion and Import Substitution - Foreign Exchange Market – Exchange Rate and its Impact on Exports and Imports – Foreign Exchange Risk - FEMA.

UNIT-IV: World Trade Organization: GATT–Uruguay Round–WTO–TRIPs–TRIMs–GATS – Dispute Settlement Body – Anti Dumping Measures – Impact of WTO on Various Aspects of Indian Economy.

UNIT -V: Economic Zones: Foreign Trade Zone–Export Processing Zone–Special Economic Zones (SEZs) – Evaluation of SEZs Policy.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Analyze the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives.	PO1,PO2, PO4
CO2	Identify the Trends in Revenue and Expenditure of Central and State Governments.	PO1, PO2, PO3, PO5
CO3	Identify Tariff and Non tariff barriers and their Impact on Exports and Imports.	PO1, PO2, PO3, PO4
CO4	Analyze the Impact of WTO on Various Aspects of Indian Economy.	PO1, PO2,PO4
CO5	Understand Foreign Trade Zone, Export Processing Zone policies in India and evaluate the SEZs policy	PO4

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C1106 : BUSINESS ENVIRONMENT	C1106.1	3	3	-	3	-	-	-	-
	C1106.2	3	3	3	-	3	-	-	-
	C1106.3	3	3	3	3	-	-	-	-
	C1106.4	3	3	-	3	-	-	-	-
	C1106.5	-	-	-	3	-	-	-	-
	C1106	3	3	3	3	3	-	-	-

Text Books:

1. Indian Economy, 62/e, Datt & Sundhram, Sultan Chand & Sons, New Delhi, 2011.
2. International Business, Text and Cases, 5/e, Francis Cherunilam, PHI Learning Private Limited, New Delhi, 2011.

References:

1. Business Environment Text and Cases, 20/e, Francis Cherunilam, Himalaya Publishing House, Mumbai, 2011.
2. Essentials of Business Environment, 10/e, K.Aswhappa, Himalaya Publishing House, Mumbai, 2010.
3. Indian Economy, 28/e, Misra and Puri, Himalaya Publishing House, Mumbai, 2010.
4. International Business, Text and Cases, 3/e, P.Subba Rao, Himalaya Publishing House, Mumbai, 2012.
5. International Business, 5/e, Justin Paul, PHI Learning Private Limited, New Delhi, 2011.



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I MBA –I Semester

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18MBA117 BUSINESS COMMUNICATION LAB

Course Educational Objectives (CEOs):

CEO1: To elucidate communication theory and writing principles

CEO2: To prepare student to write Good news, Bad news & Persuasive news effectively

CEO3: To develop report writing skills

CEO4: To mould the student for business presentation

CEO5: To develop employability communication and skills

Learning Modules:

Module 1 - Establishing a Framework for Business Communication

Module 2 - Focusing on Interpersonal and Group Communication

Module 3- Planning Spoken Messages

Module 4- Preparing Written Messages

Module 5- Communicating Electronically

Module 6 - Delivering Good- and Neutral-News Messages

Module 7 - Delivering Bad-News Messages

Module 8- Delivering Persuasive Messages

Module 9 - Understanding the Report Process and Research Methods

Module 10 - Managing Data and Using Graphics

Module 11 - Organizing and Preparing Reports and Proposals

Module 12 - Designing and Delivering Business Presentations

Module 13 - Preparing Resumes and Application Messages

Module 14 - Interviewing for a Job and Preparing Employment Messages



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the communication concepts and improves competency in communication	PO1
CO2	Effectively delivers Good news, Bad news & Persuasive news	PO6
CO3	Improves report writing skills	PO4
CO4	Delivers effective business presentations	PO5
CO5	Analyses employability skills and communication	PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C1107 : BUSINESS COMMUNICATION LAB	C1107.1	3	-	-	-	-	-	-	-
	C1107.2	-	-	-	-	-	3	-	-
	C1107.3	-	-	-	3	-	-	-	-
	C1107.4	-	-	-	-	3	-	-	-
	C1107.5	-	-	-	-	-	3	-	-
	C1107	3	-	-	3	3	3	-	-

Text Books:

1. Business communication, Raymond, V.Lesikar, Neeraja Pandit et al, TMH, 2017.
2. Business communications, Shalini Varma, Vikas, 2014.

References:

1. Business communication for managers, Penrose, Raspberry, Myers, Cengage, 2007.
2. The Skills of Communication, Bill Scot, Gower Publishing Company Ltd, 2006.
3. Business communication, Meenakshi Raman, Oxford University Press, 2012.



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I MBA-I Semester

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18CSE113 INFORMATION TECHNOLOGY FOR MANAGEMENT PROFESSIONALS

Course Educational Objectives (CEOs):

CEO1: To understand basic concepts of IT and components of IT.

CEO2: To understand E-commerce and E-business activities.

CEO3: To understand advantages of DBMS and types and application of DBMS.

CEO4: To understand basic concepts of e-Securities and types of e-Securities.

CEO5: To understand basic concepts of Web page designing.

UNIT-I: INTRODUCTION TO COMPUTERS: History of Computers-Generations-Hardware & software Components, Characteristics-Fundamentals of Operating system-Working of a Computer-Applications of Computer in management, Introduction to e-commerce & e-business-Basic Concepts of Networking.

UNIT-II: MS-WORD: Creation of documents-Format document-text editing and saving-Organizing information with tables and outlines-Mail merge-Header & footer-publishing documents on web.

UNIT-III: MS-EXCEL: Creating and editing worksheets-cell formatting-Creating and Using Formulas and Functions-Use of macros-Sorting and querying data-Working with graphs and charts. Use of Financial Tools-Use of other functions in Excel for data analysis.

UNIT-IV: MS-POWERPOINT: Creation of Slides-Use of templates and slide designs for creating power point slide shows-use of animations, developing a professional presentation on business plans, Institutions, Products and people.

UNIT-V: ORACLE: Introduction to Database, Basic SQL commands-Create, Insert, Delete, Drop, View & Updating of tables.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand basic concepts of IT and components of IT.	PO1
CO2	Analyze a problem and identify solution.	PO2
CO3	Communicate effectively in a variety of professional contexts.	PO6
CO4	Understand basic concepts of e-Securities and types of e-Securities.	PO2
CO5	Recognize professional responsibilities and make informal judgements in computing practice based on legal and ethical practices.	PO4

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
	CO								
C110C3 : INFORMATION TECHNOLOGY FOR MANAGEMENT	C110C3.1	3	-	-	-	-	-	-	-
	C110C3.2	-	3	-	-	-	-	-	-
	C110C3.3	-	-	-	-	-	3	-	-
	C110C3.4	-	3	-	-	-	-	-	-
	C110C3.5	-	-	-	3	-	-	-	-
	C110C3	3	3	-	3	-	3	-	-

Text Books:

1. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill, 2009.
2. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill, 2009.

References:

1. V.Rajaraman- Introduction to Information Technology, Prentice Hall India, 2008.
2. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
3. Ivan Bayross-SQL, PL/SQL the Programming Language of Oracle, 2/revised edition, 2010.



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I MBA II Semester

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18MBA121 HUMAN RESOURCE MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide knowledge about Principles of Human Resources Management

CEO2: To inculcate various aspects pertinent to HRP, Recruitment and selection

CEO3: To elucidate Placement, Induction and Internal mobility of human resource

CEO4: To provide necessary knowledge about Performance appraisal and career planning

CEO5: To give a elaborate view about Compensation management and grievance redressal

UNIT-I: Introduction to Human Resource Management: Importance--scope and objectives of HRM., Approaches to HRM- Personal management Vs Human Resource Management-HRM and competitive advantage- HR as a Strategic Business Partner

UNIT-II: Human resource planning, Recruitment and selection: Job analysis-uses of job analysis- process of job analysis- methods of job analysis- methods of human resource planning- Recruitment, Process, Methods, Selection Process.

UNIT-III: Placement, Induction and Internal mobility of human resource: Placement and Induction, Training of employees-need for training-objectives-methods-Training evaluation- Executive development methods- promotion and transfer.

UNIT-IV: Performance appraisal and career planning: Need and importance- objectives-process- methods and problems of performance appraisal, Performance Feedback, Concept of career planning –features- methods –uses of career development-succession planning.

UNIT-V: Compensation management and grievance redressal: Compensation planning-objectives –factors Influencing compensation, Compensation for special Groups, Job Evaluation, Sources of Grievance, Grievance Handling procedure- essentials of a good discipline system.

Course Outcomes:



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On successful completion of the course the student will be able to		POs related to COs
CO1	Demonstrate knowledge on the concept of Human Resources Management	PO1,PO2,PO6
CO2	Apply Sound Analytical skills related to HRP, Recruitment and selection	PO2,PO4, PO6
CO3	Apply Knowledge of Placement, Induction and Training methods of Employees	PO2,PO4, PO6
CO4	Classify Performance Appraisal methods and apply Career Planning strategies.	PO1,PO4, PO6
CO5	Apply the methods of Compensation Management and Grievance Redressal procedure.	PO2, PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C1201 : HUMANRESOURCE MANAGEMENT	C1201.1	3	2	-	-	-	3	-	-
	C1201.2	-	2	-	2	-	3	-	-
	C1201.3	-	3	-	2	-	3	-	-
	C1201.4	3	-	-	2	-	3	-	-
	C1201.5		2	-	-	-	3	-	-
	C1201	3	2.25	-	2	-	3	-	-

Text Books:

1. Human Resource Management: Text & Cases, 2/e, Pande Sharon & Basak Swapnalekha, Vikas Publishing House Pvt. Ltd., 2015.
2. Human Resource Management-Texts, Cases And Games, Subbarao.P, (Himalaya), 2011.

References:

1. Human Resource Management – Text and cases, 6/e, VSP Rao, Excel Books, New Delhi, 2006.
2. Human Resource Management, 5/e, K.Asathappa, Tata McGraw Hill, New Delhi, 2007.
3. Personnel and Human Resource Management, Subba Rao, HPIL, New Delhi, 2009.
4. Human Resource Management, 10/e, Dessler Gary, Pearson/Prentice Hall of India, New Delhi, 2006.



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DEPARTMENT OF MANAGEMENT STUDIES

I MBA IISemester

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18MBA122

FINANCIAL MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide basic knowledge on importance and applications of financial management in business, the role and functions of chief financial officer.

CEO2: To give an elaborate view about EBIT-EPS Analysis, Leverage Analysis and cost of capital - its calculation and how it is useful in decision making.

CEO3: To provide knowledge about various capital budgeting techniques.

CEO4: To make comprehend of dividend decisions and dividend theories(Walter's model, Gordon's model and M-M's Approach).

CEO5: To elucidate working capital management.

UNIT - I: The Finance Functions: Nature and Scope of Finance - Goals of Finance Function - Profit Maximization Vs Wealth Maximization - Risk-Return Trade off.

UNIT - II: The Capital Structure Decision and Cost of Capital: Capital structure decision: Meaning- Factors influencing capital structure - Capital Structure Decision in Practice: EBIT-EPS Analysis – Leverage Analysis.

Cost of Capital: Concept, Components, Determinants and Measurement of Cost of Capital - Cost of Equity, Preference Shares, Retained Earnings and Debt - Weighted Average Cost of Capital (WACC).

UNIT - III: The Investment Decision: Investment Decision Process - Evaluation Techniques: Traditional and Discounted Cash Flow Methods: Pay-back Period (PBP), Average Rate of Return (ARR), Net Present Value (NPV), Profitability Index (PI) and Internal Rate of Return (IRR).

UNIT - IV: The Dividend Decision: Meaning and determinants of dividend decision - Forms of Dividend – Theories of dividend policy: Walter's model, Gordon's model and M-M's Approach

UNIT - V: Working Capital Management: Concept, Components and Determinants of Working Capital - Operating Cycle Approach - Estimation of Working Capital. **Management of Cash:** Introduction, Basic Strategies for Cash Management - Cash Budget.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the importance, role and functions of financial management.	PO1, PO2, PO5, PO8
CO2	Understand the importance of cost of capital in decision making and apply the same in decision making.	PO1, PO2, PO4, PO8
CO3	Evaluation of investment decisions using capital budgeting techniques.	PO1, PO2, PO4, PO8
CO4	Apply the capital structure and dividend decision theories in decision making	PO1, PO2, PO4, PO8
CO5	Understand the importance of working capital and its management.	PO1, PO2, PO4, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C1202 : FINANCIAL MANAGEMENT	C1202.1	2	2	-	-	2	-	-	3
	C1202.2	2	2	-	2	-	-	-	2
	C1202.3	2	2	-	2	-	-	-	3
	C1202.4	3	3	-	3	-	-	-	3
	C1202.5	3	2	-	2	-	-	-	2
	C1202	2.4	2.2	-	2.25	2	-	-	2.6

Text Books:

1. Financial Management, I.M. Pandey, Vikas Publishers, 2015.
2. Financial Management, P.V.Kulakarni and B.G.Satya Prasad, Himalaya Publishing House Pvt. Ltd. India, 2011.

References:

1. Financial Management, Tulsian P. C. & Tulsian Bharat, S Chand and Company Limited, New Delhi, 2016.
2. Financial Management-Management and Polic R.M.Srivastava, Himalaya Publishing House Pvt. Ltd., India, 2010.
3. Financial Management-Text and Problems, MY Khan and PK Jain, Tata McGraw-Hill, New Delhi, 2007.
4. Fundamentals of Financial Management, Chandra Bose D, PHI, 2006.
5. Corporate Finance: Theory and Practice, 2/e, Vishwanath.S.R., Sage Publications, 2007.
6. Case Studies in Finance, 5/e, Bruner.R.F. Tata McGraw Hill, New Delhi, 2007.
 Financial Management, Prasanna Chandra, Tata McGraw Hill, New Delhi, 2009.



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18MBA123 MARKETING MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide knowledge on

- Needs, Wants and Demands
- Marketing mix

CEO2: To inculcate various methods of segmentation, targeting and positioning.

CEO3: To elucidate product management

CEO4: To provide necessary knowledge on pricing and distribution management

CEO5: To give an elaborate view on role of marketing

UNIT- I: Introduction: Needs, Wants, Demands, Marketing, Marketing Mix, Marketing Management- Concepts of Marketing- Marketing Environment.

UNIT- II: Market Segmentation, Targeting and Positioning: Identification of Market Segments, Segmenting Consumer Marketing, - Selecting Target Markets - Segmentation and Targeting as a Basis for Strategy Formulation- Developing and Communicating a Positioning Strategy.

UNIT- III: Product Management: Constituents of a Product - Product Line - Product Mix - Classification of New Products - New Product Development - Product Life Cycle, PLC as a Tool for Marketing Strategy.

UNIT- IV: Pricing and Distribution Management: Objectives of Pricing, Setting Pricing Policy, Methods of Pricing, Adapting Price, Initiating and Responding to Price Changes.

Distribution Management: Channel Function and Flows, Channel Levels, Channel Management Decisions- Retailing- Types, Functions-Wholesaling- Types, Functions.

UNIT- V: Marketing Promotion: Role of Marketing Promotion– Marketing Promotion Mix – Sales Force Management-On line Marketing.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the basic concepts of marketing, needs, wants and demand.	PO2,PO7
CO2	Create segmentation, targeting and positioning strategies.	PO2,PO4,PO7
CO3	Analyze and derive the process of product management.	PO5,PO7
CO4	Apply the methods of pricing and distribution strategies in decision making.	PO1,PO4,PO7
CO5	Understand the methods of marketing promotion and choose the best promotional strategy	PO5, PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
C1203 : MARKETING MANAGEMENT	C1203.1	-	2	-	-	-	-	3	-
	C1203.2	-	3	-	2	-	-	3	-
	C1203.3	-	-	-	-	2	-	3	-
	C1203.4	2	-	-	3	-	-	3	-
	C1203.5	-	-	-	-	3	-	3	-
	C1203	2.5	2.5	-	2.5	2.5	-	3	-

Text Books:

1. Marketing Management, 12/e, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Prentice Hall Education Publications, New Delhi, 2007.

References:

1. Marketing Management, 3/e, V.S. Ramaswamy and S. Namakumari, McMillan India limited, New Delhi, 2007.
2. Marketing Management-Text and Cases, 2/e, Tapan K Panda, Excel Books, New Delhi, 2007.
3. Marketing Management, 1/e, C.B.Gupta and N.Rajan Nair, Sultan Chand and Sons, New Delhi, 2006.
4. Marketing in the 21st century, 8/e, Joel R.Evans, Barry Berman, Biztantra publications, New Delhi, 2008.
5. Marketing Management, 4/e, Rajan Saxena, TMH, New Delhi, 2010.



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I MBA - II Semester

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18MBA124 PRODUCTION AND OPERATIONS MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To understand the concepts of POM and study about product and process designs

CEO2: To study about facilities management and aggregate planning

CEO3: To analyze about the different types of scheduling process and methods of inventory control

CEO4: To study about methods of work measurement and productivity

CEO5: To discuss about various quality control techniques

UNIT- I: Introduction: Overview of Production and Operations Management (POM) function- Historical Development of POM- POM scenario today. **Product and Process Design:** Product and Process Development - Manufacturing Process Technology - CAD/CAM.

UNIT - II: Facilities Management and Aggregate Planning: Location of Facilities - Layout of Facilities - Classification of Layouts. **Aggregate Planning:** Preparation of aggregate demand Forecast - Capacity Utilization - Determination of Optimal Production Strategy.

UNIT - III: Scheduling: Scheduling in Job - Shop Type Production - Shop- Loading - Scheduling in Mass - Continuous and Project Type Production - Line balancing - Line of Balance - Methods of Production Control - Methods of Inventory control-EOQ, ABC analysis.

UNIT – IV : Work Study Method Study - Work measurement - Work Design - Work Sampling - Industrial Engineering Techniques. **Productivity:** Basic Concepts - Productivity Cycle - Total Productivity Model.

UNIT - V: Quality management: Economics of Quality Assurance - Inspection and Quality Control - Acceptance Sampling - Theory of control charts, control charts for variables and control charts for attributes - Total quality management and ISO 9000 series standards, Six Sigma.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Analyze about concepts of POM and various designs of production.	PO1, PO4
CO2	Create facilities management and aggregate planning.	PO1,PO2
CO3	Evaluate scheduling process and methods of inventory control.	PO2
CO4	Evaluate work and productivity of a firm.	PO2
CO5	Apply the quality control techniques to take right decisions.	PO1,PO2

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
C1204 : PRODUCTION AND OPERATIONS MANAGEMENT	C1204.1	3	-	-	3	-	-	-	-
	C1204.2	3	3	-	-	-	-	-	-
	C1204.3	-	3	-	-	-	-	-	-
	C1204.4	-	3	-	-	-	-	-	-
	C1204.5	3	3	-	-	-	-	-	-
	C1204	3	3	-	3	-	-	-	-

Text Books:

1. Production and Operations Management Books, Prof. K.C. Jain, 2019.
2. Production and Operations Management Systems, Sushil Gupta, Martin Starr, Taylor & Francis, 2014.

References:

1. Production and operations Management, 3/e, Aswathappa K, Himalaya Publishing House, Mumbai, 2011.
2. Production and Operations Management, 2/e, R. Panner Selvam, PHI Learning Private Ltd., New Delhi. 2006.
3. Production and Operations Management, 5/e, Everett E. Adam, Jr. Ronald J. Ebert, PHI Learning Private Ltd., New Delhi, 2010.



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DEPARTMENT OF MANAGEMENT STUDIES

I MBA II Semester

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18MBA125

MANAGEMENT INFORMATION SYSTEM

Course Educational Objectives (CEOs):

CEO1: To inculcate students with comprehensive knowledge of information system and information technology for the use in business.

CEO2: To enable students understand the role of information system in managerial decision making

CEO3: To provide knowledge on systems design, development and implementation.

CEO4: To apply specific knowledge of information system in functional areas of business

CEO5: To enable students to manage and protect information resources for its effective use.

UNIT:1 Information and systems concepts, Types of Information systems on organizations, Decision making process – Individual vs. Organizational models, Managing H/W, S/W and Data Resources, I.T. Infrastructure for the organization and Digital Firm.

UNIT –II MIS Design: Importance of MIS Design, Approaches for the MIS design: Traditional and Modern Approaches. MIS Growth Model.

UNIT –III Management support systems: Decision support systems, Expert systems. Concepts of Data mining, Data warehousing and OLAP.

UNIT – IV Functional Information Systems: Marketing, Manufacturing, Financial and Human resource Information Systems.

UNIT – V Information Systems Security and Control: Vulnerability and Abuse, Anti-Virus Packages and Systems Audit. Managing Global Information Systems



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Course Outcomes :

On successful completion of the course the student will be able to		POs related to COs
CO1	Employ the Information system and Information technology in decision making process	PO1,PO2, PO6
CO2	Appraise the management information system design models.	PO1,PO2
CO3	Distinguish the application of various support systems to be put in appropriate practice	PO1,PO2
CO4	Use the concept of sub systems and data flows in the functional areas of management.	PO1,PO2, PO6.PO7.PO8
CO5	Apply the measures for safety and security of information system at organizational and global level.	PO4

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C1205 : MANAGEMENT INFORMATION SYSTEM	C1205.1	3	3	-	-	-	3	-	-
	C1205.2	2	3	-	-	-	-	-	-
	C1205.3	2	3	-	-	-	-	-	-
	C1205.4	2	3	-	-	-	3	3	3
	C1205.5	-	-	-	3	-	-	-	-
	C1205	2.25	3	-	3	-	3	3	3

Text Books:

1. Management Information Systems, Kenneth C. Lauadon and Jane. P. Lauadon, Pearson Education, 2015.
2. Management Information Systems, Murthy CSV, Himalaya, 2013.

References:

1. Management Information Systems, James A O 'Brien, Tata McGraw Hill, 2008.
2. Management Information Systems, Giridhar Joshi, Oxford, 2005.



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CHITTOOR-517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA II Semester

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18MBA126

RESEARCH METHODOLOGY

Course Educational Objectives (CEOs):

CEO1: Understand the concept / fundamentals of research and their types.

CEO2: Understand the practical application of various research techniques.

CEO3: Understand the importance of scaling & measurement techniques and sampling techniques

CEO4: Understand the importance of sources of primary and secondary data, coding, editing, tabulation and analysis in doing research.

CEO5: Understanding and applying the concept of report writing and guidelines for preparing a good research report.

UNIT- I: Introduction Business Research: Definition-Types of Business Research, Scientific Investigation: The Language of Research: Information needs of business-technologies used in business research: the internet, e-mail, Browsers and Websites. Role of business research in managerial decisions, Ethics in Business Research.

UNIT- II: The Research Process: Problem Identification: Broad problem area- preliminary data gathering. Literature survey, the research design: Measurement of Variables and Scaling techniques

UNIT- III: Sampling Design and Procedures: Process of sampling design – Classification of sampling techniques- Probability sampling techniques and Non- probability sampling techniques- Statistical approach to determining sample size.

UNIT- IV: Collection and Analysis of Data: Sources of Data, Data collections, Observational surveys, guidelines for construction of questionnaires.

UNIT –V: The Research Report: Research Reports-Components- The title page- Table of contents- Executive summary- The introductory section- the body of the report- the final part of the report- acknowledgements- references- appendix- guidelines for preparing a good research report oral presentation- deciding on the content- visual aids- the presenter- the presentation and handling questions.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the concepts and fundamentals of different types of research.	PO1
CO2	Apply relevant research techniques in decision making.	PO1 & PO2
CO3	Evaluate relevant scaling & measurement techniques and use appropriate sampling techniques to do research.	PO1, PO2, PO3 & PO4, PO6, PO7, PO8
CO4	Understand the data collection methods, coding, editing, tabulation and analysis in doing research.	PO6 & PO7, PO8
CO5	Create research report.	PO1, PO2, PO5, PO6, PO7, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
C1206 : RESEARCH METHODOLOGY	C1206.1	3	-	-	-	-	-	-	-
	C1206.2	3	3	-	-	-	-	-	-
	C1206.3	3	3	3	-	-	2	2	2
	C1206.4	-	-	-	-	-	3	3	3
	C1206.5	3	3	-	-	2	3	3	3
	C1206	3	3	3	-	2	2.6	2.6	2.6

Text Books:

1. Management Information Systems, James A O 'Brien, Tata McGraw Hill, 2008.
2. Management Information Systems, Murthy CSV, Himalaya, 2013.

References:

1. Management Information Systems, Giridhar Joshi, Oxford, 2005.
2. Research Methods for Business – A Skill Building Approach, Uma Sekaran, John- Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2012.
3. Business Research Method, 8e, Zikmund, Babi-Carr-Adhikari-Griffin- Cengage Learning, 2004.
4. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House, 2001.



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SOFT SKILLS LAB

Course Educational Objectives (CEOs):

CEO1 : To groom students into highly competent work professionals

CEO2 : To transform students into effective team players

CEO3 : To develop the students ability to be successful in job interviews

CEO4 : To enable the students to exhibit their communication skills

CEO5 : To equip the students with overall personality development

1. Just-a-Minute
2. Memory activities
3. Team building
4. Creativity
5. Seminars with PPTs
6. Role Play
7. Debates
8. Resume Preparation
9. Group Discussion
10. Career Competence Skills
11. Mock Interviews



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Course Outcomes :

On successful completion of the course the student will be able to		POs related to COs
CO1	Assemble the knowledge and ideas for effective oral presentations.	PO4
CO2	Apply the necessary skills and win job interviews.	PO2
CO3	Exhibit effective team skills through participation in group activities	PO5
CO4	Develop their Personality over the lifelong learning environment	PO3
CO5	Derive the required professional and career competence skills	PO1

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C1207 : SOFT SKILLS LAB	C1207.1	-	-	-	3	-	-	-	-
	C1207.2	-	3	-	-	-	-	-	-
	C1207.3	-	-	-	-	3	-	-	-
	C1207.4	-	-	3	-	-	-	-	-
	C1207.5	3	-	-	-	-	-	-	-
	C1207	3	3	3	3	3	-	-	-

Text Books:

1. Communication and soft skills-a stepping stone for a better career, Sherine Akkara Joy, 2012.
2. Soft Skills, Manmohan Joshi, 2017.

References:

1. Succeeding in Interviews, 1/e, Subhash Jagota, Excel Books, New Delhi, 2010.
2. Soft Skills Crucial in Global Engineering Services, 2/e, Variyar, Sharath Kumar, Kogan Page, New Delhi, 2009.
3. Coaching for Change, 1/e, Kaye Thorne, Viva Books, New Delhi, 2005.
4. A-Z Guide To Job Searching, 1/e, Andra Shavick, Kogan Page, New Delhi, 2004.
5. How To Motivate people, 2/e, Patric Forsyth, Kogan Page, New Delhi, 2008.



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CASE STUDY ANALYSIS

Course Educational Objectives (CEOs):

CEO1: To provide simulated experience of business situation that requires decision making.

CEO2: To enhance the analytical skills related to various business issues

CEO3: To apply theory and concepts of management in real situations.

CEO4: To develop the ability of presentation of solutions to management issues.

CEO5: To provide a platform to understand the importance of team performance in decision making

Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Prepare for managing the real world business situations.	PO3
CO2	Analyze the business cases from the different environmental perspective	PO4
CO3	Propose solutions to the real or imaginary cases by applying the knowledge in concepts of management.	PO1
CO4	Develop the presentation of case analysis, findings and solution.	PO2
CO5	Discuss the aspects of solving the management issues in team	PO5

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C1208 : CASE STUDY ANALYSIS	C1208.1	-	-	3	-	-	-	-	-
	C1208.2	-	-	-	3	-	-	-	-
	C1208.3	3	-	-	-	-	-	-	-
	C1208.4	-	3	-	-	-	-	-	-
	C1208.5	-	-	-	-	3	-	-	-
	C1209	3	3	3	3	3	-	-	-



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Online Courses - MOOC (Massive Open Online Course):

The college in line with the developments in Learning Management Systems (LMS) intends to encourage the students to do online courses in MOOCs, offered nationally / internationally. The main intension to introduce MOOCs is to obtain enough exposure through online tutorials, self-learning at one's own pace, attempt quizzes, discuss with professors from various universities and finally to obtain certificate of completion of the course from the MOOCs providers. Institution intends to encourage the students to do one MOOC in I year II Semester of the M.B.A. Program. The respective departments shall give a list of standard MOOCs providers among edx, Udacity, Coursera, NPTEL or any other standard providers, whose credentials are endorsed by the HoD. Each department shall appoint Coordinators / Mentors and allot the students to them who shall be responsible to guide students in selecting online courses and provide guidance for the registration, progress and completion of the same. A student shall choose an online course (relevant to his / her program of study) from the given list of MOOCS providers, as endorsed by the teacher concerned, with the approval of the HOD.

Students may be permitted to register one online course (which is provided with certificate) in I year II semester and they should produce the course completion certificate of that course to the controller of Examination to become eligible for fulfilment of the degree.



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18MBA211 INTERNATIONAL BUSINESS MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide knowledge about Principles of International Business

CEO2: To inculcate various aspects pertinent to International Trade

CEO3: To elucidate MNCs

CEO4: To provide necessary knowledge about various ethical aspects of International Business

CEO5: To give an elaborate view about future of international business

UNIT – I: International business: Meaning, Goals of International Business, Approaches of International business: Ethnocentric Approach, Polycentric Approach, Region centric Approach, and Geocentric Approach. International Business- advantages and Problems.

UNIT – II: Theories of International Trade: Heckscher Ohlin's theory of relative factor endowments, Porters National Competitive Advantage theory, Global Strategic Rivalry Theory, Product Life Cycle Theory, Country Similarity Theory

UNIT – III: Multi National Corporations (MNCs)-Factors in growth of MNCs, Advantages and Disadvantages of Multi National Corporations. Approaches to Organizational Structures of MNCs: Product Organizational Structure, Virtual Organizational Structures, Matrix Organizational Structure.

UNIT – IV: Controlling International Business and Ethics in International Business: Problems in Control of International Business, Performance Indicators of International Business. Ethical values in global business.

UNIT – V: Future of International Business: Virtual International Business, Re engineering International Business Processes, E-Auctioning, E-Banking, E-Trading, Virtual Currencies



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the international business approaches.	PO1,PO2
CO2	Understand the theories of International Trade.	PO2,PO4
CO3	Create an organization structure of Multi National Companies.	PO2,PO4
CO4	Understand the controlling international business and ethics in international business.	PO1,PO4
CO5	Understand the future of international business.	PO2

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C2101 : INTERNATIONAL BUSINESS MANAGEMENT	C2101.1	3	2	-	-	-	-	-	-
	C2101.2	-	3	-	3	-	-	-	-
	C2101.3	-	2	-	2	-	-	-	-
	C2101.4	3	-	-	2	-	-	-	-
	C2101.5	-	3	-	-	-	-	-	-
	C2101	3	3	-	2.3	-	-	-	-

Text Books:

1. International Business, Subbarao.P, Himalaya Publication, 2013.
2. International Business Management, Dewan (Discovery), 1996.

References

1. International Business (Addison Wesley), 16/e, John D. Daniels, Prashant Salwan, Daniel P. Sullivan and Lee H., Pearson Education, 2019.
2. V.K. Bhalla: International Business Environment and Management, Anmol Publications, 2010.
3. Anant K. Sundaram & Stewart black: International Business Environment (Prentice Hall), 1994.
4. Ajitabh: Global Competitiveness (Excel), 2008.



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18MBA212

DIGITAL MARKETING

Course Educational Objectives (CEOs):

CEO1: To provide knowledge on digital marketing and its growing importance.

CEO2: To know about application of digital concepts in marketing from consumer perspective

CEO3: To enable practicing technology oriented marketing.

CEO4: To provide necessary knowledge on web marketing

CEO5: To throw light on the environmental aspects of digital marketing.

UNIT – I Principles and Drivers of New Marketing Environment – Digital Media Industry – Reaching Audience Through Digital Channels – Traditional and Digital Marketing – Introduction to Online, Marketing Environment – Dotcom Evolution – Internet Relationships – Business in Modern Economy – Integrating E-Business to an Existing Business Model – Online Marketing Mix – Mobile Marketing – Digital Signage.

UNIT – II Purchase Behaviour of Consumers in Digital Marketing Format – Online Customer Expectations – Online B2C Buying Process – Online B2B Buying Behavior – Website Designing – Website Content – Forms of Search Engines – Working of Search Engines – Revenue Models in Search Engine Positioning – SEO – Display Advertising – Trends.

UNIT – III Product Attributes and Web Marketing Implications – Augmented Product Concept – Customizing the Offering – Dimensions of Branding Online – Internet Pricing Influences – Price and Customer Value – Online Pricing Strategies and Tactics – Time-based Online Pricing – Personalized Pricing – Bundle Pricing.

UNIT – IV Internet Enabled Retailing – Turning Experience Goods into Search Goods – Personalization through Mass Customization – Choice Assistance – Personalized Messaging – Selling through Online Intermediaries – Direct to Customer Interaction – Online Channel Design for B2C and B2B Marketing.

UNIT – V Integrating Online Communication into IMC Process – Online Advertising – Email Marketing – Viral Marketing – Affiliate Marketing – Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-Created Content Management – Interactive Digital Networks – Customer – Led Marketing Campaigns – Legal and Ethical aspects related to Digital Marketing.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Discuss the traditional and modern marketing based on the fundamental concepts of digital marketing.	PO1, PO7
CO2	Analyze the consumer expectation and buying behavior in digital marketing format.	PO1, PO2, PO7
CO3	Use appropriate pricing and branding strategies in web marketing.	PO1, PO4, PO7
CO4	Apply the concept of internet enabled marketing for any business venture.	PO1, PO4, PO5, PO6, PO7
CO5	Compare and contrast the different online marketing tools for effective marketing communication	PO1, PO4, PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2102 : DIGITAL MARKETING	C2102.1	2	-	-	-	-	-	3	-
	C2102.2	2	3	-	-	-	-	3	-
	C2102.3	2	-	-	2	-	-	3	-
	C2102.4	2	-	-	3	2	3	3	-
	C2102.5	2	-	-	3	-	-	3	-
	C2102	2	3	-	2.75	2	3	3	-

Text Books:

1. Digital Marketing For Dummies, 11/e, Ryan Deiss, Russ Henneberry, , Wiley-VCH, 2018.
2. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Publisher Wile, 2018.

References:

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Kogan Page Publisher, 2017.



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18MBA213A COST AND MANAGEMENT ACCOUNTING

Course Educational Objectives (CEOs):

CEO1: To provide knowledge on Cost and management Accounting, Apportionment of Overheads and Calculation of Machine Hour Rate.

CEO2: To develop skills for the application of costing for specific industries

CEO3: To give an elaborate view on marginal costing and its importance in managerial decisions.

CEO4: To understand the application of break-even analysis to solve various business problems.

CEO5: To make the students understand about the various budgets and Evaluation of various variances using variance analysis.

UNIT:I: Introduction to Cost and Management Accounting: Management Accounting vs. Cost Accounting vs. Financial Accounting - Role of Accounting Information in Planning and Control - Cost Concepts and Managerial Use of Classification of Costs - Direct and Indirect Expenses - Allocation and Apportionment of Overheads - Calculation of Machine Hour Rate.

UNIT - II: Costing for Specific Industries: UNIT Costing - Job Costing - Cost Sheet – Tender and Process Costing and their Variants - Treatment of Normal Losses and Abnormal Losses - Inter-Process Profits - Costing for By-products and Equivalent Production.

UNIT - III: Marginal Costing: Introduction, Application of Marginal Costing in Terms of Cost Control - Profit Planning - Closing Down a Plant - Dropping a Product Line - Fixation of Selling Price - Make or Buy Decisions - Key or Limiting Factor - Selection of Suitable Product Mix - Desired Level of Profits - Closing Down or Suspending Activities.

UNIT - IV: Break-Even Analysis (BEA): Concept of Cost-Volume-Profit Relationship - Mechanics of BEA - Determination of Break Even Point (BEP) - Break-Even-Graph - Assumptions of BEP – Importance - Margin of Safety - Angle of Incidence - Application of BEP for Various Business Problems.

UNIT - V: Budgetary Control and Analysis of Variance: Budget - Budgetary Control - Steps in Budgetary Control - Flexible Budget - Different types of Budget: Sales Budget, Cash Budget, Production Budget, Master Budget, Zero Based Budgeting, Analysis of Variance - Standard Cost - Standard Costing - Material Variance - Labor Variance -Sales Variance.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the concept of Cost and Management Accounting, Apportionment of Overheads and calculation of Machine Hour Rate	PO1,PO8
CO2	Apply the costing methods for specific industries.	PO1, PO2, PO5,PO8
CO3	Apply the marginal costing to take managerial decisions (Fixation of Selling Price, Selection of Suitable Product Mix, Make or Buy Decisions, etc.)	PO1, PO2, PO5,PO8
CO4	Evaluate the business viability by applying break-even analysis.	PO1, PO2, PO5,PO8
CO5	Create the various budgets and Evaluate the material, labour and sales variances using variance analysis.	PO1, PO2, PO5,PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO CO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2103A : COST AND MANAGEMENT ACCOUNTING	C2103A.1	1	-	-	-	-	-	-	1
	C2103A.2	2	3	-	-	1	-	-	2
	C2103A.3	2	3	-	-	1	-	-	3
	C2103A.4	3	3	-	-	1	-	-	3
	C2103A.5	2	3	-	-	2	-	-	3
	C2103A	2	3	-	-	1.25	-	-	2.4

Text Books:

1. Cost and Management Accounting, M. N. Arora , Himalaya Publishing House, 2016.
2. Cost and Management Accounting, 13/e, Dr.S.N.Maheswari, Sultan Chand & Sons, New Delhi, 2010.
3. Cost and Management Accounting, S.P. Jain and K.L. Narang, Kalyani Publishers, New Delhi, 2006.

References:

1. Management Accounting: Theory and Problems, 4/e, M.Y. Khan, P.K. Jain, Tata McGraw-Hill, New Delhi, 2007.
2. Managerial Accounting, James Jiambalvo, John Wiley & Sons, Inc. New Delhi, 2007.
3. Management Accounting, Atkinson, Banker, Kaplan and Young, PHI Learning Private Limited, New Delhi, 2006.
4. Cost Accounting Principles and Practices, Manash Gupta, Pearson Education, New Delhi, 2006.
5. Cost Management A Strategic Emphasis, 3/e, Blocher, Chen, Cookins, Lin, Tata McGraw-Hill, New Delhi, 2006.



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II MBA - I Semester

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18MBA213B RETAILING MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide basic knowledge on Retailing, its functions and e retailing

CEO2: To create awareness and understanding on retail Merchandise Management

CEO3: To make comprehend of retail pricing and communication strategies

CEO4: To provide necessary knowledge about various aspects of retail store management

CEO5: To give an elaborate view of retail store location strategies

UNIT:I: Introduction: Retailing, Definition and Importance to Economy – Functions of Retailing –Types of Retailing –FDI in Indian Retailing.

E-retailing- Functions, Development of E-Retailing, E-retailing in India.

UNIT - II: Merchandise Management: Meaning of merchandising – Factors Affecting the Merchandising Function – Process of Merchandise Planning – Method of Procuring Merchandise – Evaluating Merchandise Performance- private labels.

UNIT - III: Pricing and Communication Strategies: Retail Pricing Strategies – Approaches for Setting Prices – Price Adjustments – Using Price to Stimulate Retail Sales – Retail Communication Mix- CRM in Retailing.

UNIT - IV: Store Management: Components of Store Operations – Objectives of a Good Store Design – Store Layout – Space Planning– Merchandise Presentation Techniques – Atmospherics – Measuring Retail Store and Space Performance-Retail store Branding-Technology in Retailing.

UNIT - V: Location Strategy: Types of Retail Locations- Shopping Centers, Central Business Districts and Free Standing Sites –Location and Retail Strategy – Factors Affecting the Attractiveness of a Site – Methods of Evaluating a Trade Area.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Demonstrate knowledge on Retailing, its functions and e retailing	PO1,PO7
CO2	Acquire Analytical skills related to retail Merchandise Management	PO2,PO7
CO3	Understand and apply appropriate frameworks to develop retail marketing strategy	PO2,PO7
CO4	Apply Knowledge of retail store management	PO1, PO7
CO5	Understand and Apply retail location strategies	PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2103B : RETAILING MANAGEMENT	C2103B.1	3	-	-	-	-	-	2	-
	C2103B.2	-	3	-	-	-	-	3	-
	C2103B.3	-	2	-	-	-	-	3	-
	C2103B.4	3	-	-	-	-	-	2	-
	C2103B.5	-	-	-	-	-	-	3	-
	C2103B	3	2.5	-	-	-	-	2.6	-

Text Books:

1. Retail Management, 3/e, Suja Nair, Himalaya Publishing House, Mumbai, 2010.
2. Retailing Management Text and cases, 3/e, Swapna Pradhan, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2009

References:

1. Retailing Management, 6/e, Levy, Weitz and Pandit, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008.
2. Retail Marketing Management, 6/e, David Gilbert, Pearson Education, New Delhi, 2005.



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18MBA213C

TALENT MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To acquire and understand the basic concepts of Talent Management.

CEO2: To make understand about Talent Management System

CEO3: To make aware of talent management process in business.

CEO4: To understand Talent Management strategies

CEO5: To understand the contribution of talent in accomplishment of individual and corporate objectives.

UNIT I: Introduction to Talent Management: Introductions, concept and scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent

UNIT II: Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System

Talent Management System: Introduction, Critical Success Factors to Create Talent Management System, critical success factors of best practice Talent Management System, Elements of Talent Management System

UNIT III : Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process

UNIT IV: Approaches to Talent Management: Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management

UNIT V: Talent Planning: Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program.

Talent Acquisition: Strategic Trends in Talent Acquisition.

Talent Engagement and Retention: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the basic concepts of Talent Management.	PO1,PO6
CO2	Understand the talent management system.	PO1, PO6
CO3	Apply knowledge of talent management process in business.	PO1, PO6
CO4	Understand the talent management strategies in various business enterprises.	PO1, PO6
CO5	Understand the contribution of talent in accomplishment of individual and corporate objectives.	PO1,PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C2103C : TALENT MANAGEMENT	C2103C.1	2	-	-	-	-	3	-	-
	C2103C.2	2	-	-	-	-	3	-	-
	C2103C.3	2	-	-	-	-	3	-	-
	C2103C.4	3	-	-	-	-	3	-	-
	C2103C.5	3	-	-	-	-	3	-	-
	C2103C	2.4	-	-	-	-	3	-	-

Text Books:

1. Talent Management: How to Attract and Keep the Best People (The High Performance Series), Mark Miller, 2018.
2. The Talent Management Handbook, 3/e, Creating a Sustainable Competitive Advantage, Lance Berger, 2004.

References:

1. Berger L.A and Berger D.R, The Talent management handbook, McGraw Hill Education India, 2017.
2. Lawler III, Edward E, Talent: Managing Talent Retention, An ROI Approach, A Wiley Imprint-2008



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18MBA213D ENTERPRISE RESOURCE PLANNING

Course Educational Objectives (CEOs):

- CEO1:** To **provide** a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- CEO2:** To **focus** on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
- CEO3:** To train the students to **develop** the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- CEO4:** To **understanding** the different ERP packages and Implementation process in different organizations
- CEO5:** To aim at **preparing** the students technological competitive and make them ready to self-upgrade with the higher technical skills.

UNIT - I: Introduction to ERP: Characteristics of ERP - Need for ERP - Advantages of ERP - Business Process Reengineering - Data Warehousing - Data Mining – SCM - CRM.

UNIT - II: ERP Business Modules: Finance – Manufacturing - Human Resource Management - Inventory Control Management - Sales and Distribution Management - Quality Management.

UNIT - III: ERP Implementation: Implementation Challenges – Strategies – Life Cycle - Pre-Implementation Tasks – Requirements Definition – Methodologies – Package Selection – Project Teams –Process Definitions – Vendors and Consultants – Data Migration – Project Management– Post Implementation Activities.

UNIT - IV: ERP Market Place: Market Place Dynamics - Changing ERP Market in Indian Scenario - SAP AG - PeopleSoft - Baan Company - Oracle Corporation – QAD - Software System Associates - JD Edwards World Solution Company.

UNIT - V: ERP present and Future: Enterprise Integration Application (EIA)-ERP and E-commerce - ERP and Internet - Future Directions in ERP.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the enterprise software, and its role in integrating business functions.	PO1, PO2
CO2	Apply the strategic options for ERP identification and adoption in different types of business modules.	PO2, PO4, PO5
CO3	Create reengineered business processes for successful ERP implementation and design the ERP implementation strategies.	PO3, PO5
CO4	Evaluate the different ERP packages and Implementation process in different organizations.	PO3, PO5
CO5	Evaluate the enterprise integration applications and future directions in ERP.	PO1, PO2

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2103D : ENTERPRISE RESOURCE PLANNING	C2103D.1	2	3	-	-	-	-	-	-
	C2103D.2	-	3	-	3	3	-	-	-
	C2103D.3	-	-	3	-	3	-	-	-
	C2103D.4	-	-	3	-	3	-	-	-
	C2103D.5	3	3	-	-	-	-	-	-
	C2103D	2.5	3	3	3	3	3	-	-

Text Books:

1. Enterprise Resource Planning, 4/e, Alexis Leon, Tata McGraw Hill, 2019.
2. Enterprise Resource Planning Demystified, 1/e, Alexis Leon, Tata McGraw-Hill Publishing India Ltd., New Delhi, 2008.

References:

1. Managerial Issues on ERP Systems, 1/e, David L. Olson, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2009.
2. Enterprise Resource Planning, Concepts and Practice, 2/e, Vinod Kumar Garg and N.K. Venkitakrishnan, Hall of India Pvt. Ltd., New Delhi, 2007.



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18MBA214A FINANCIAL INSTITUTIONS AND SERVICES

Course Educational Objectives (CEOs):

- CEO1:** To provide knowledge on banking financial institutions.
- CEO2:** To know about non-banking financial institutions (mutual funds and insurance companies).
- CEO3:** To understand asset/fund based financial services.
- CEO4:** To provide necessary knowledge about Fee-based/advisory services.
- CEO5:** To give a broad view about infrastructure financing.

UNIT- I: Banking Financial Institutions: Public and Private sectors- Structure, Banking Innovations, commercial and co-operative Banks.

UNIT- II: Non-banking Financial Institutions: Mutual Funds - Growth of Indian Mutual Funds and its Regulations - Role of AMFI - Insurance Companies - Role of IRDA.

UNIT – III: Asset/Fund based Financial Services: Lease Finance, consumer credit and Hire purchase finance. Factoring- Definition, functions, advantages-Venture Capital financing.

UNIT - IV: Fee-Based/Advisory Services: Stock Broking, Credit Rating, Investment Banking- Introduction, functions and activities, Underwriting.

UNIT - V: Infrastructure Financing- Credit Syndication-House finance –Insurance Services- Mortgage Guarantee Service, Micro finance.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the banking financial institutions and banking innovations.	PO1,PO3, PO4, PO8
CO2	Understand the non-banking financial institutions and role of AMFI & IRDA.	PO1,PO3, PO4, PO8
CO3	Understand the asset/fund based financial services in the present scenario.	PO1,PO2, PO8
CO4	Apply knowledge about Fee-based/advisory services.	PO1,PO2, PO8
CO5	Understand the infrastructure financing (House finance, Insurance Services and Micro finance)	PO1,PO2 PO7, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C2104A : FINANCIAL INSTITUTES AND SERVICES	C2104A.1	3	-	3	3	-	-	-	3
	C2104A.2	3	-	3	3	-	-	-	3
	C2104A.3	3	3	-	-	-	-	-	3
	C2104A.4	3	3	-	-	-	-	-	3
	C2104A.5	3	3	-	-	-	-	3	3
	C2104A	3	3	3	3	-	-	3	3

Text Books:

1. Financial Institutions and Markets: Structure, Growth & Innovation, 6/e, L M Bhole, Jithendra Mahakud, McGraw Hill, 2017.
2. The Indian Financial System and Development, Revised Edition, Vasant Desai, Himalaya Publishing House Pvt. Ltd., India, 2011.

References:

1. Financial Institutions and Markets, 4/e, L.M. Bhole, Tata McGraw-Hill, New Delhi, 2007.
2. Financial Markets and Institutions, 6/e, Mishkin, Pearson Education, New Delhi, 2008
3. Investments Institutions and Markets, 1/e, Jeff Madura, Cengage Learning, New Delhi, 2009.
4. Financial Services, Thirpathi, PHI Learning Private Limited, New Delhi, 2009.
5. Financial Institutions and Markets, Meir Kohn, Oxford University Pres, 2009.
6. Financial Markets and Services, Revised Edition, Gordon & Natarajan, Himalaya Publishing House Pvt. Ltd., India, 2011.



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18MBA214B

CONSUMER BEHAVIOUR

Course Educational Objectives (CEOs):

CEO1: To provide knowledge on

- Concept of consumer behavior
- Consumer process

CEO2: To inculcate various models of consumer behavior

CEO3: To elucidate internal influences of consumer behaviour

CEO4: To provide necessary knowledge external influences of consumer behaviour

CEO5: To give an elaborate view on consumerism

UNIT - I: Concept of Consumer Behavior : Introduction - Scope and Importance- Consumer Decision Making Process – Pre- Purchase Process, Purchase, Post Purchase Process – Brand Loyalty.

UNIT - II: Models of Consumer Behavior: Nicosia Model, Howard Seth Model, Engel Kollat Blackwell Miniard Model, Webster and Wind Model.

UNIT - III: Influences of Consumer Behavior: Individual Factors- Personality, Types of Personality, Theories of Personality -Perception, Theories of Perception - Attitude, Attitude Formation and Attitude Change - Motivation, Motivational Theories.

UNIT - IV: Influences of Consumer Behavior: External Factors–Social and Cultural Environment – Economic, Demographic, Cross Cultural Environment- Reference Groups and Family Influences, Personal Influences.

UNIT - V: Consumerism: Consumer Safety, Consumer Information, Environmental Concern, Consumer Privacy, Marketer Responses to Consumer Issues, Consumer Protection Act 1986.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Analyze the consumer decision making process and purchase behavior.	PO1, PO2, PO7
CO2	Compare and contrast the models of consumer behavior.	PO1, PO4, PO7
CO3	Examine the internal factors influencing the consumer behavior.	PO1, PO2, PO4, PO7
CO4	Examine the external factors influencing the consumer behavior.	PO1, PO2, PO4, PO7
CO5	Explain the consumer safety and protection measures.	PO1, PO4, PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
	CO								
C2104B : CONSUMER BEHAVIOUR	C2104B.1	2	3	-	-	-	-	3	-
	C2104B.2	2	-	3	-	-	-	3	-
	C2104B.3	3	3	-	3	-	-	3	-
	C2104B.4	3	3	-	3	-	-	3	-
	C2104B.5	2	-	-	3	-	-	3	-
	C2104B	2.4	3	3	3	-	-	3	-

Text Books:

1. Consumer Behavior, 8/e, Schiff man, L.G and Kanuk L.L, Pearson, 2009.
2. Consumer Behaviour The Indian context (concepts and cases), Ramesh Kumar, Pearson Education, 2017.

References:

1. Consumer Behaviour, Leon G. Scistman & Leslie Leaserkarmal, PHI, 1991.



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18MBA214C

TRAINING AND DEVELOPMENT

Course Educational Objectives (CEOs):

CEO1: To make students understand the basic perspectives of training and development and various models of training.

CEO2: To provide the basic knowledge on career management concepts.

CEO3: To provide the conceptual knowledge and adaptive vocational and generic skills, reflect essential knowledge, skills or attitudes, focus on results of the learning experience.

CEO4: To provide the students with the conceptual framework and theories that are essential in organizational behavior

CEO5: To Make the students understand about the various methods of training program and process of evaluation of training.

UNIT - I: Training and Development: Introduction, Significance - Training Process - Models of Training - Systematic Model, Transition Model, and Systems Approach to Training

UNIT-II: Career Management: Concept and Significance - Models of Career Development (Career Stages) - Roles of Employees, Managers, Human Resource Managers and Company in Career Management

UNIT- III: Training Function and organization: HR and the Training Function – Organisation and Management of Training Function Role, Responsibilities and Challenges of Training.

Managers Training Centre in Organisation: Role of External Agency in T & D, Training as Consultancy - Issues on Training: Location, Duration, Assumptions, Goals and Techniques – Cost of Training – Training Budget - Selection of Trainees and its Criteria.

UNIT- IV: Training Needs Assessment: Training Needs Analysis - Organization Analysis, Person Analysis, Task Analysis, Need Assessment Techniques and Advantages. **Training Design:** Designing a Training Module (Cross Cultural Leadership, Training the Trainer, Change), Lesson Plans. **Training Implementation:** Approaches, Seating Arrangements, Training of Trainees, Training Aids, Teaching and Facilitation Skills.

UNIT - V: Training and Development Methods: Methods for Different Levels of Employees - E-Learning – CBT - Multimedia Training - Distance Learning. **Evaluation of Training Program:** Principles, Criteria and Approaches of Evaluation - Return on Investment in Training – Cross Culture Training - Kirkpatrick Model of Evaluation – CIRO Model.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Demonstrate basic knowledge on training and development program and its models.	PO1,PO2,PO3,PO6
CO2	Analyze the role of employees, HR manager, and company in career development.	PO1,PO3, PO4, PO6
CO3	Demonstrate the knowledge on training programs in fulfilling responsibilities and manage issues in training.	PO1,PO2, PO5,PO6
CO4	Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	PO5,PO2, PO6
CO5	Analyze HR activities and opportunities required to develop skills in human resource management.	PO1,PO2 PO4, PO5,PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2104C TRAINING AND DEVELOPMENT	C2104C.1	3	3	2	-	-	2	-	-
	C2104C.2	3	-	3	2	-	2	-	-
	C2104C.3	3	2	-	-	2	2	-	-
	C2104C.4	-	2	-	-	3	2	-	-
	C2104C.5	3	2	-	2	3	2	-	-
	C2104C	3	2.25	2.5	2	2.67	2	-	-

Text Books:

1. Training in Organizations, 4/e, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth, 2009.
2. Employee Training & Development, 6/e Raymond A Noe, Tata McGraw-Hill, New Delhi, 2013.

References:

1. Effective Training, 5/e, James Thacker, Nick P. Blanchard, V Anand Ram, Prentice Hall India, New Delhi, 2012.
2. Training and Development, 3/e, Rolf P Lynton and UdaiPareek, SAGE Publications, New Delhi, 2011.
3. Training in Organizations, 4/e, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth, 2009.



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18MBA214D

CUSTOMER RELATIONSHIP MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To create insight and new learning in the area of customer relationship management.

CEO2: To enable students to apply critical skills necessary for building and managing relationships with customers.

CEO3: To provide knowledge on retaining and managing customers.

CEO4: To create insight on use of technology in customer relationship management.

CEO5: To enable students to implement effective customer relationship system.

UNIT- I : Conceptual Foundation of CRM: Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship Selling Concept.

UNIT - II: CRM in Consumer Markets: Customer Service and Contact Centers for CRM – Customer Satisfaction and Loyalty.

UNIT -III: Customer Acquisition: Retention and Development - Complaint Management – Sales Force Automation.

UNIT- IV: Technological Tools for CRM: Components of CRM Solutions – Product Offerings in the CRM Market – Comparison of Sibel, Oracle, My SAP, People Soft – E-CRM.

UNIT -V: Technological and Operational Issues in Implementing CRM: Benefits and Barriers to CRM – Planning CRM Program – Designing an Effective Relationship Management System.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the basic concepts in customer relationship management.	PO1,PO7
CO2	Apply the customer service strategy to enhance loyalty among customers.	PO1, PO7
CO3	Understand the relationship management strategies to retain and satisfy the customers.	PO1, PO7
CO4	Apply the customer relationship system packages for specific application.	PO4,PO7
CO5	Create plans for successful implementation of customer relationship management.	PO1,PO5, PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
C2104D : CUSTOMER RELATIONSHIP MANAGEMENT	C2104D.1	3	-	-	-	-	-	3	-
	C2104D.2	2	-	-	-	-	-	3	-
	C2104D.3	2	-	-	-	-	-	3	-
	C2104D.4	-	-	-	3	-	-	3	-
	C2104D.5	3	-	-	-	3	-	3	-
	C2104D	2.5	-	-	3	3	-	3	-

Text Books:

- 1.Customer Relationship Management Essentials, 1/e, John W. Gosney and Thamos P. Boehm, PHI Private Limited, New Delhi., 2003.
- 2.Customer Relationship Management, 1/e, Jagadish Seth, Tata McGraw-Hill, New Delhi, 2008.

References:

1. Customer Relationship Management, 1/e, Chaturvedi Mukesh, Excel Books, New Delhi, 2008.
2. Customer Relationship Management, 1/e, Peelan, Pearson Education, New Delhi, 2008.
3. Customer Relationship Management, 1/e, Roger J.Baran, Cengage, New Delhi, 2009.
4. Customer Relationship Management, 1/e, Das Subhaish, Excel Books, New Delhi, 2008.



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18MBA215A SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide knowledge on

- Investment Environment
- Capital Markets

CEO2: To develop skills on fundamental analysis and technical analysis

CEO3: To provide knowledge for the measurement of return and risk of various securities through various tools

CEO4: To provide knowledge for the valuation of various securities through various methods

CEO5: To develop skills for the portfolio management through by various models

UNIT-I: Investment: Investment Environment - Capital Markets- Trading in Stock Exchanges: BSE, NSE - New Issue Market.

UNIT- II: Security Analysis: Fundamental Analysis: Economy, Industry and Company analysis - Technical Analysis - Fundamental Analysis Vs Technical Analysis – Dow Theory - Trend Analysis – Patterns - Moving Averages - Relative Strength Index (RSI).

UNIT -III: Measurement of Return and Risk: Revenue Return and Capital Appreciation - Holding Period - Statistical Methods - Probability Distribution – Calculation of Expected Return - Risk Factors - Risk Classification: Systematic Risk and Unsystematic Risk - Standard Deviation – Variance – Correlation Coefficient – Beta - Calculating Expected Return and Risk.

UNIT - IV: Valuation of Securities: Approaches of Valuation – Bond Valuation – Preference Share Valuation – Common Stock Valuation.

UNIT-V: Portfolio Management: Process of Portfolio Management - Diversification – Modern Portfolio – Portfolio Models: Markowitz Model, Sharpe Single Index Model, Capital Asset Pricing Model.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the investment environment and capital markets.	PO1, PO2, PO5, PO8
CO2	Analyse the various securities through fundamental analysis and technical analysis.	PO1, PO6, PO8
CO3	Evaluate the return and risk of various securities through various tools.	PO1, PO2, PO6, PO8
CO4	Evaluate of various securities through various methods to take investment decision.	PO1, PO2, PO4, PO6, PO8
CO5	Create the best portfolio management through by various models.	PO1, PO2, PO4, PO6, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2105A : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	C2105A.1	3	2	-	-	2	-	-	3
	C2105A.2	3	-	-	-	-	-	-	3
	C2105A.3	3	3	-	-	-	-	-	3
	C2105A.4	3	2	-	3	-	-	-	3
	C2105A.5	2	3	-	3	-	-	-	3
	C2105A	2.8	2.5	-	3	2	-	-	3

Text Books:

1. Portfolio Management, 2/e, S Kevin, Prentice Hall, New Delhi, 2007.
2. Investment Analysis & Portfolio Management, 3/e, Prasanna Chandra, Tata McGraw Hill, New Delhi, 2008.

References:

1. Investment Analysis And Portfolio Management, 2021 Edition, Prasanna Chandra, McGraw Hill, 2021.
2. Security Analysis and Portfolio Management, 1/e, Sudhindra Bhat, Excel Books, New Delhi, 2008.
3. Security Analysis & Portfolio Management, 10/e, Awadhani, Himalaya Publishers, Mumbai, 2011.
4. Security Analysis and Portfolio Management, 4/e, Donald E fisher, Ronald J Jordan, Pearson Prentice Hall, New Delhi, 2008.



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18MBA215B

SALES AND DISTRIBUTION MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide knowledge about Principles of Sales Management

CEO2: To inculcate various aspects pertinent to Sales strategy

CEO3: To elucidate sales force management

CEO4: To provide necessary knowledge about Distribution management

CEO5: To give an elaborate view about supply chain management

UNIT- I: Introduction: Evolution of Sales Management – Basics of Sales Management - Objectives of Sales Management- Emerging Trends in Sales Management.

UNIT - II: Sales Strategy: Personal Selling Strategies-Analyzing Market Demand and Sales Potential -Techniques of Sales Forecasting - Preparation of Sales Budget - Formulating Sales Strategies - Designing Sales Territories and Sales Quotas.

UNIT - III: Sales Force Management: Organizing the Sales Force - Designing the Structure and Size of Sales Force - Recruitment and Selection of Sales Force –Training the Sales Force – Leading and Motivating the Sales Force - Compensating the Sales Force.

UNIT - IV: Introduction to Distribution Management: Concept of Distribution Channel- Functions of Marketing Channels -Levels of Channels- Intensive, Selective & Exclusive Distribution Strategies- Decisions in Channel Management - Distributors Selection and Appointment- Channel Conflicts and their Resolutions.

UNIT - V: Supply Chain Management: Concept - Significance - Components – Order Processing - Material Handling - Transportation - Warehousing – Inventory Management - Managing Global Channels of Distribution.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Analyze the evolution of sales management and its trends in the current scenario.	PO1,PO2,PO3,PO7
CO2	Develop sales strategies and prepare sales budgets.	PO1,PO2,PO3,PO4,PO5, PO7
CO3	Analyze the process of sales force management and lead a sales team.	PO1,PO2,PO3,PO5,PO6, PO7
CO4	Classify distribution strategies and resolve channel conflicts.	PO1,PO2,PO4, PO7
CO5	Explain the concepts of supply chain management and manage global channels	PO1,PO2,PO4,PO5, PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2105B : SALES AND DISTRIBUTION MANAGEMENT	C2105B.1	3	2	2	-	-	-	3	-
	C2105B.2	3	3	2	3	3	-	3	-
	C2105B.3	3	2	3	-	3	3	3	-
	C2105B.4	3	2	-	2	-	-	3	-
	C2105B.5	3	3	-	3	3	-	3	-
	C2105B	3	2.4	2.33	2.67	3	3	3	3

Text Books:

1. Sales and Distribution Management: Text And Cases, 3/e Krishna K. Havaldar, Vasant M. Cavale, McGrawHill, 2018.
2. Sales Management – Decisions, Strategy and Cases, 5/e, Still, Cundiff, Govoni, Prentice Hall India, New Delhi, 2001.

References:

1. Sales and Distribution Management, Krishna Havaldar, Vasant Cavale, Tata McGraw Hill, New Delhi, 2007.
2. Selling and Sales Management, 7/e, Jobber, Pearson Education, New Delhi, 2009.
3. Management of Sales Force, 11/e, Spiro, Stanton, Rich, Tata McGraw Hill, New Delhi, 2005.
4. Sales Management-Shaping Future Sales Leaders, 2/e, Tanner, Honeycutt, Erffmayer, Pearson Education, New Delhi, 2012.



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18MBA215C

KNOWLEDGE MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide a framework and clear language for knowledge management concepts.

CEO2: To provide student the different knowledge types, classification of knowledge and explain how technology enables are addressed by knowledge management

CEO3: To provide the student the knowledge creation process to business situations

CEO4: To provide the student the knowledge management tools, technologies and infrastructure for business decisions.

CEO5: To provide the major roles and responsibilities in knowledge management implementation for organizational restructuring

UNIT – I: Introduction to Knowledge Management -Definition- Scope and Significance of Knowledge Management-The Basic Functions of Knowledge Management-Knowledge Dynamics-Principles of Knowledge Management.

UNIT – II: Essentials of Knowledge Management: Data- information- knowledge-Basic types of Knowledge-Knowledge Capital-classification of organizational Knowledge and Knowledge life cycle- organizational Knowledge processes-Technology Enablers

UNIT – III: Imperatives of the New Age: Market space vs. Marketplace – Links in Virtual Value Chain – Customer Relationship Management (CRM)

The Social Role of Knowledge

Knowledge Creation Process: Knowledge Sharing-Knowledge Capturing and Storage- Chief Knowledge Officer (CKO) -Knowledge Creation Cycle- Leveraging on Knowledge - Knowledge Models-Knowledge Mapping

UNIT – IV: Knowledge Management Tools: Personal Knowledge Management (PKM) Tools

Knowledge Technologies: Technology Components of Knowledge Management

Knowledge Management Infrastructure: Infrastructure-Access Technologies-Information Architecture

UNIT – V: Knowledge Management Implementation: Roadblocks to Success - implementation issues. **Futuristic Knowledge Management:** Knowledge Engineering-Hamiltonian Cycle-Queuing Theory **Organizational Restructuring:** Learning Organization, Peter Senge's Learning Organizations.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the role of knowledge management in attainment of financial objective, quality and process improvement and innovation.	PO1,PO3,PO4, PO5,PO6
CO2	Understand the knowledge management models and technologies to business situations.	PO1,PO4, PO3, PO4, PO5,PO6
CO3	Apply the knowledge management plan to leverage opportunities to create, capture, represent, and share knowledge with in the organizations.	PO1,PO2,PO3, PO5,PO6
CO4	Analyze the customer relationship management and the knowledge creation process.	PO1,PO4,PO3, PO5,PO6
CO5	Crte the knowledge management implementation for futuristic knowledge management and for organizational restructuring.	PO1, PO3, PO4, PO5,PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO CO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2105C : KNOWLEDGE MANAGEMENT	C2105C.1	3	–	2	3	3	3	–	–
	C2105C.2	3	–	2	2	3	3	–	–
	C2105C.3	3	3	3	–	2	2	–	–
	C2105C.4	2	–	2	3	3	3	–	–
	C2105C.5	3	–	2	3	3	3	–	–
	C2105C.1	2.8	3	2.2	2.2	2.8	2.8	–	–

Text Books:

1. Knowledge Management, B. Rathan Reddy, Himalaya Publication, 2007.
2. Knowledge Management in Organization, Donald Hislop, Oxford University Press, New Delhi, 2009.

References:

1. Knowledge Management, A Thothathri Raman, EXCEL Books Publication, New Delhi, 2004.
2. Knowledge Management in Public Sector, David E. McNabb, Prentice-Hall of India Private limited, New Delhi, 2007.
3. Knowledge Management System, Stuart Barnes, Cengage learning, New Delhi, 2008.
4. Knowledge Management in Organizations: A critical introduction Paperback – Import, 4/e, Donald Hislop, Rachelle Bosua, Remko Helms, OUP Oxford, 2018.



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18MBA215D

DECISION SUPPORT SYSTEM

Course Educational Objectives (CEOs):

CEO1: To understand how Decision Support Systems (DSS) can help management professionals

CEO2: To analyze and to evaluate Decision Support Systems (DSS) Requirements and contributions to organizations competitiveness, efficiency and quality

CEO3: To apply proper DSS to specific business contexts

CEO4: To understanding the concepts and importance of database and model base concepts in DSS

CEO5: To be able to develop and implementation DSS business applications in different industries

UNIT -I: Decision Support Systems: Definition – Characteristics – Performance objectives – DSS Versus MIS - Technology Levels - Components of DSS.

UNIT - II: Systems Analysis for DSS: Decision Support Requirements – ROMC Approach – Flexibility in DSS – Iterative Design.

UNIT - III: Development Approaches for DSS: Quick-hit - Staged Development - Complete DSS- Integration of DSS in to the Organization.

UNIT - IV: Dialog Management: Database Management - Model Base Management.

UNIT - V: Application of DSS: DSS Implementation in Industries and Applications



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the basic components, types and methods of computer based DSS and differences between DSS and other computer based information systems	PO1,PO2
CO2	Analyze the test and impact of using computer based DSS to assemble the DSS tools for application in specific situation	PO1,PO2
CO3	Analyze and evaluate the different approaches in developing DSS	PO1,PO2,PO3
CO4	Evaluate data base models for effective data management	PO1,PO2
CO5	Apply the develop DSS models in different types of Industries	PO1,PO2,PO5

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
C2105D : DECISION SUPPORT SYSTEM	C2105D.1	2	3	-	-	-	-	-	-
	C2105D.2	2	3	-	-	-	-	-	-
	C2105D.3	2	3	2	-	-	-	-	-
	C2105D.4	2	3	-	-	-	-	-	-
	C2105D.5	2	3	-	-	3	-	-	-
	C2105D	2	3	2	-	3	-	-	-

Text Books:

1. Decision Support Systems & MIS, Mohamed Azam, Vikas Publications, New Delhi, 2012.
2. Decision Support Systems, 1/e, V.S.Janakiraman and K.Sarukesi, PHI Private Limited, New Delhi, 2007.

References:

1. Building Effective Decision Support Systems, 1/e, 1982, Ralph H. Sprague, and Eric D, Carlson, Prentice Hall, New Delhi.
2. Decision Support and Expert Systems, 1/e, 1990, Efraim Turban, Macmillan, New Delhi.
3. Decision Support Systems & MIS, Mohamed Azam, Vikas Publications, New Delhi.
4. Decision Support Systems, 1/e, 2007, V.S.Janakiraman and K.Sarukesi, PHI Private Limited, New Delhi.



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18MBA216A CORPORATE RESTRUCTURING

Course Educational Objectives (CEOs):

CEO1: To provide basic knowledge on corporate restructuring.

CEO2: To understand mergers, acquisitions and economic rationale for M&As and specifically the legal, tax and financial issues.

CEO3: To make aware of takeover process, leverage buyouts and Buyback of shares.

CEO4: To give an elaborate view on governance issues and how M&A can help resolve agency issues that arise from poor governance structures

CEO5: To create awareness on Cross border Mergers and Acquisitions.

UNIT – I An overview of corporate restructuring – Value drivers – Due Diligence Process for M & A– Ethical issues in M & A.

UNIT – II Different forms of mergers – Rationale for mergers and acquisitions – Value creation through mergers and acquisitions – Tax implications – Financing mergers and acquisitions – Merger Negotiations.

UNIT – III Takeovers – Tender offer – Defensive tactics – Leveraged buyouts – Disinvestment – Buyback of shares – Employee Stock Ownership Plans – Creeping acquisitions.

UNIT – IV Regulations for Mergers and Takeovers in India – SEBI Guidelines for takeovers – SEBI Guidelines for buyback of securities – SEBI Guidelines for ESOP.

UNIT – V Cross border Mergers and Acquisitions: Motivations - Opportunities and Threats – Recent cases.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand fundamentals of corporate restructuring.	PO1, PO2, PO5, PO8
CO2	Apply the mergers & acquisitions and specifically the legal, tax and financial issues.	PO1, PO2, PO8
CO3	Analyze the takeover process, leverage buyouts, specifically the legal, tax and financial issues.	PO1, PO2, PO5, PO8
CO4	Evaluate governance issues and how M&A can help resolve agency issues that arise from poor governance structures.	PO1, PO2, PO4, PO8
CO5	Analyze the Cross border Mergers and Acquisitions.	PO1, PO4, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
C2106A : CORPORATE RESTRUCTURING	C2106A.1	3	3	-	--	2	-	-	2
	C2106A.2	3	3	-	--	-	-	-	2
	C2106A.3	3	3	-	--	2	-	-	2
	C2106A.4	3	3	-	-2	-	-	-	2
	C2106A.5	3	-	-	2	-	-	-	2
	C2106A	3	3	-	2	2	-	-	2

Text Books:

1. Corporate Mergers, Amalgamation and Takeovers, Dr. J C. Verma, Bharat Publishing House, 1997.
2. Mergers – Issues Implications and Case Laws in Corporate, S. Ramanujam, et. al., 2019.

References:

1. Mergers Acquisitions and Corporate Restructuring, Chandrasekhar Krishnamurti and Viswanath, 1990.
2. Mergers and Acquisitions, Gordon Donaldson, Sage Publication, 2007.
3. Corporate Restructuring, Kevin K. Boeh and Pall W. Beamish, Harvard Business School Press, 1994.
4. Corporate Restructuring, Ranjan Das, Tata McGra Hill, 2004.
5. Mergers, Acquisitions and Corporate Restructuring, Krishnamurthi, 2008.



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18MBA216B ADVERTISING AND BRAND MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide knowledge on

- Principles of advertising
- Advertising agencies and advertising department

CEO2: To inculcate various aspects pertinent to Ad media

CEO3: To elucidate advertising budgets and study its effectiveness

CEO4: To provide necessary knowledge about various aspects of brand management

CEO5: To give a elaborate view of branding practices in various sectors

UNIT - I: Introduction to Advertising: Types of advertisements–Advertising in Marketing Mix –Relationship of Advertising with Other Elements of Promotional mix - DAGMAR Approach-Role of Advertising in an organisation- Advertising Department- Role of Advertisement Agencies, Client Agency Relationship.

UNIT - II: Ad Media: Characteristics, Media Research-Media Planning and Selection, Media Scheduling – Creativity and Copy Writing - Different Types of Appeals - Visual Layout.

UNIT - III: Advertisement Budgets: Types - Determining Optimal Expenditure – Decision Models- **Advertisement Effectiveness:** Pre Testing, Post Testing, Experimental Designs.

UNIT - IV: Brand Management: Brand Hierarchy - Brand Personality- Brand Image- Brand Identity- Brand Equity - Brand Building and Positioning.

UNIT - V: Brand Performance: Industrial Sector - Retail Sector - Service Sector. Measuring Brand Performance- Brand Creation- Brand Extension- Brand Portfolio.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the advertising Principles.	PO1,PO2, PO7
CO2	Apply sound analytical skills related to Ad Media.	PO2,PO4, PO7
CO3	Apply knowledge to prepare advertising budgets.	PO2,PO4, PO7
CO4	Apply knowledge on brand management.	PO1,PO4, PO7
CO5	Understand branding in different sectors.	PO2 , PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C2106B : ADVERTISING AND BRAND MANAGEMENT	C2106B.1	3	2	-	-	-	-	3	-
	C2106B.2	-	3	-	2	-	-	3	-
	C2106B.3	-	2	-	2	-	-	3	-
	C2106B.4	3	-	-	3	-	-	3	-
	C2106B.5		2	-	-	-	-	3	-
	C2106B	3	2.25	-	2.33	-	-	3	-

Text Books:

1. Advertising and sales promotion management, S A Chunwalla Himalaya publishing house, 2015.
2. Advertising Management, Batra, Person Education India, 2009.
3. Compendium of Brand Management, Chunawalla. S.A, Himalaya publishing house, 2011.
4. Marketing Management, Philip Kotler, Kevin Lane Keller, 15th Edition, Pearson, 2012.

References:

1. Product Management in India, Ramanuj Majumdar, PHI, 2004.
2. Product Management ,C.Nandan, , TMH.,2009
3. Product & Brand Management, Mathur.U.C, Excel books, 2008.
4. Marketing and Branding, S.Ramesh Kumar, Pearson, 2007.
5. Fundamentals of Advertising, Neeru Kapoor, 1/e, Pinnacle Learning, 2017.



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18MBA216C

LABOUR LEGISLATION

Course Educational Objectives (CEOs):

CEO1: To gain knowledge about labour legislation and emerging issues

CEO2: Give students insight on laws on working conditions

CEO3: Make students understand important industrial relations laws

CEO4: To provide insight on wages and labour laws

CEO5: To provide conceptual framework related to laws for labour welfare and social security

UNIT-I: INTRODUCTION TO LABOUR LEGISLATION : Labor Laws: Concept, Origin, Objectives and Classification, International Labor Organization-International Labor Organization and Indian Labor Legislations, Indian Constitution and Labor Legislations, Labor Policy, Emerging Issues and Future Trends

UNIT-II : LAWS ON WORKING CONDITIONS: The Factories Act, 1948, The Mines Act, 1952, Shops and Establishment Law, Contract Labor (Regulation and Abolition Act, 1986), Child Labor (Prohibition and Regulation Act, 1986)

UNIT-III : INDUSTRIAL RELATIONS LAWS : Trade Union Act, 1926, Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Industrial Discipline and Misconduct, Domestic Enquiry

UNIT-IV : WAGES AND LABOUR LAWS: Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976

UNIT- V: LAWS FOR LABOUR WELFARE AND SOCIAL SECURITY : Social Security Legislation: An Overview, The Workmen's Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961, The Employee's Provident Fund and Miscellaneous Provision Act, 1952, The Payment of Gratuity Act, 1972.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to Cos
CO1	Understand the Concept, Importance, Indian and International labour legislation	PO1,PO6
CO2	Understand the industrial relations laws in India.	PO1, PO4,PO6
CO3	Understand the different industrial relations laws in India.	PO1, PO4,PO6
CO4	Understand the importance of wages and labour laws.	PO1, PO2, PO4,PO6
CO5	Analyse the laws for labour welfare and social security	PO1, PO4, PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2106C : LABOUR LEGISLATION	C2106C.1	3	-	-		-	3	-	-
	C2106C.2	3	-	-	3	-	3	-	-
	C2106C.3	3	-	-	3	-	3	-	-
	C2106C.4	3	1	-	3	-	3	-	-
	C2106C.5	3	-	-	3	-	3	-	-
	C2106C	3	1	-	3	-	3	-	-

Text Books:

1. Industrial Relations, Trade Unions and Labour Legislations, Sinha, Sakher, Pearson education, New Delhi, 2017.
2. Labour & Industrial Laws, S.N.Mishra, 2000.

References:

1. Industrial Relations, Venkatarantnam, C.S., Oxford University Press, New Delhi, 2017.
2. Guide to Disciplinary Action, Dutta, S.K., Tata McGraw Hill, New Delhi, 2000.
3. Managing Human Resources, Monappa, A., Tata McGraw Hill, New Delhi, 2010.



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18MBA216D

E-COMMERCE

Course Educational Objectives (CEOs):

CEO1: Understanding the foundations and importance of e-commerce

CEO2: Provide fundamental understanding of the different types and key components on e-commerce models in the global markets.

CEO3: Describe how the internet provide a global platform for e-commerce and electronic payment systems

CEO4: Understanding basic requirements for system security in e-commerce

CEO5: To provide insight on CRM in e-commerce

UNIT – I: Introduction to e-Commerce : Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce-An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework.

UNIT – II: E-commerce Models: Business-to-Business-Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government.

UNIT – III: Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System.

UNIT – IV: E-Security: Securing the Business on Internet – Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

UNIT – V: e-CRM: CRM, what is e-CRM, it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to Cos
CO1	Understand the foundations and importance of e-commerce.	PO1&PO4
CO2	Analyze the impact of e-commerce business models.	PO1&PO4
CO3	Understand the electronic payment system in e-commerce and Identify the major electronic payment issues and options.	PO1, PO4
CO4	Understand the security issues and explain procedures used to protect against security threats.	PO1, PO2&PO4
CO5	Analyze the major trends in E-CRM at national and global level.	PO1, PO4&PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
C2106D : E-COMMERCE	C2106D.1	3		-	3	-	-	-	-
	C2106D.2	3	-	-	3	-	-	-	-
	C2106D.3	3	-	-	3	-	-	-	-
	C2106D.4	2	3	-	3	-	-	-	-
	C2106D.5	2	-	-	3	-	-	3	-
	C2106D	2.6	3	3	-	3	-	-	3

Text Books:

1. Advances in Mobile Commerce Technologies, EE-Peng Lim, KengSiau, Idea Group of Publishing, 2003.
2. Mobile Commerce Applications, Shi, Nansi, Idea Group of Publishing, 2004.

References:

1. E-Commerce, The Cutting Edge of Business, Kamallesh K Bajaj & Debjani Nag, Tata McGraw-Hill, New Delhi, 2002.
2. E-commerce, Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2003.



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18MBA217

COMPANY ANALYSIS AND REPORT PRESENTATION

Course Educational Objectives (CEOs):

CEO1: To provide knowledge about Principles related to company analysis

CEO2: To inculcate various aspects pertinent to PEST, SWOT Analysis etc

CEO3: To inculcate various aspects pertinent Research Methodology

CEO4: To provide necessary knowledge about various ethical aspects of research

CEO5: To give a elaborate view of report writing and presentation

Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Apply the knowledge of management in company analysis.	PO1
CO2	Analyze the company performance and functions using SWOT/PEST.	PO2
CO3	Employ ethics and value based approach in carrying out company analysis.	PO3
CO4	Document and communicate the results of company analysis in an effective way from various environmental perspective.	PO4
CO5	Examine the level of achievement of organizational objectives through company analysis.	PO5
CO6	Analyze the effectiveness of Human Resources functions of the organization.	PO6
CO7	Analyze the effectiveness of marketing functions of the organization.	PO7
CO8	Analyze the effectiveness of finance functions of the organization	PO8



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COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C2107 : COMPANY ANALYSIS AND REPORT PRESENTATION	C2107.1	3		-	-	-	-	-	-
	C2107.2	-	3	-	-	-	-	-	-
	C2107.3	-	-	3	-	-	-	-	-
	C2107.4	-	-	-	3	-	-	-	-
	C2107.5	-	-	-	-	3	-	-	-
	C2107.6	-	-	-	-	-	3	-	-
	C2107.7	-	-	-	-	-	-	3	-
	C2107.8	-	-	-	-	-	-	-	3
	C2107	3	3	3	3	3	3	3	3



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18MBA218

DATA ANALYTICS USING EXCEL AND TALLY

Course Educational Objectives (CEOs):

CEO 1: To understand basics in excel and entering data in a worksheet

CEO 2: To know basic statistical analysis using excel

CEO 3: To understand basics of tally package

CEO 4: To acquire application knowledge in recording data in tally package

CEO 5: To obtain application knowledge in financial analysis using tally

UNIT:1: INTRODUCTION to MS- EXCEL : Understanding Excel's files- enter data in a worksheet -create an Excel table - Filter data by using an auto filter.

UNIT:II: APPLICATIONS OF EXCEL IN DIFFERENT AREAS : Preparation of a table Using EXCEL e.g. Employees payroll, Sales data, Students marks and perform the functions (Total, Average, Percentage, conditional sum and show the results in chart)- Preparation of an Excel sheet and apply the statistical functions to analyse the data - Mean, Median, Mode, Standard Deviation - Creating formulas for financial solutions.

UNIT:III: INTRODUCTION TO TALLY: Tally Start Up: introduction to tally, fundamentals of tally - Security Control –Back-up - Creation of Group and Ledger

UNIT:IV: ACCOUNTING USING TALLY: Company Creation & Restore Accounting entries and Inventory entries (Sales, Purchase, Returns, Inventory Master, Process & Cost Centre, Invoicing, and Stock) - Recording of expenses -Cost Categories Reconciliation of Debtors - Calculations

UNIT V: APPLICATIONS OF TALLY: Trading and Profit & Loss A/c, Balance Sheet and Projects on Accounting and Tally - Accounting Writing & Developing a complete Company project in Tally



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Create worksheet and use it for different purposes in business	PO4
CO2	Demonstrate knowledge in using excel functions to achieve organizational goals	PO5
CO3	Apply basic excel formula in various functional areas of management.	PO1
CO4	Analyze the financial transactions and group it to post in Tally	PO2
CO5	Prepare profit and loss account and balance sheet using Tally	PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2108 : DATA ANALYTICS USING EXCEL AND TALLY	C2108.1	-	-	-	3	-	-	-	-
	C2108.2	-	-	-	-	3	-	-	-
	C2108.3	3	-	-	-	-	-	-	-
	C2108.4	-	3	-	-	-	-	-	-
	C2108.5	-	-	-	-	-	-	-	3
	C2108	3	3	-	3	3	-	-	3

Text Books:

1. Beskeen, D, Microsoft Office 2013: Illustrated introductory, first course. Stamford, CT: Cengage Learning, 2013.

References:

1. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill, 2009.
2. V.Rajaraman, Introduction to Information Technology, Prentice Hall India, 2008
3. Winston-Microsoft Office Excel Data Analysis and Business Modeling, First Edition, Prentice Hall India. 2007.
4. David Whigham, Business Data Analysis Using Excel, Oxford University Press, first Indian Edition.



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18MBAUD211

CORPORATE CHANAKYA I

Course Educational Objectives (CEOs):

CEO1: To acquire knowledge, power and qualities of leaders and their strategies to solve corporate challenges.

CEO2: To create awareness among the students of the characteristics of several domain areas where management concepts and theory can be effectively applied.

CEO3: To enable students to apply management theory and concepts in creating a solution for a problem.

CEO4: To evaluate the team building, communication and management skills of the students that results in industry readiness.

CEO5: To formulate and develop effective strategy for employees and financial constrained

Module I Leadership

- Power
- Qualities of a Leader
- Competition
- People
- To avoid (What a Leader should not to do)

Module II Management Part 1

- Employees
- Finance



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Deduce the potential capabilities to solve corporate problems.	PO1, PO2, PO4
CO2	Recognize several methods for various field of study.	PO1,-PO2, PO3, PO4
CO3	Develop a plan for creating a solution for the problem identified.	PO1, PO2, PO5, PO6, PO7/PO8
CO4	Compare and contrast the several existing solutions for corporate challenge.	PO1, PO2, PO6, PO7/PO8
CO5	Propose the effective strategy to solve managerial problems.	PO1, PO2, PO4, PO5, PO6, PO7/PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
	CO								
C21A1 : CORPORATE CHANKYA I	C210A1.1	3	3	-	3	-	-	-	-
	C210A1.2	3	3	3	3	-	-	-	-
	C210A1.3	3	3	-	-	3	3	3	3
	C210A1.4	3	3	-	-		3	3	3
	C210A1.5	3	3	-	3	3	3	3	3
	C210A1	3	3	3	3	3	3	3	3



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STRATEGIC MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide basic knowledge on Strategic Management and Environmental Scanning

CEO2: To inculcate various aspects pertinent to Strategic analysis and choice

CEO3: To elucidate strategic formulation and implementation

CEO4: To provide necessary knowledge about growth and diversification strategies

CEO5: To give an elaborate view of strategy evaluation and control

UNIT-I: Introduction: Concepts in Strategic Management - Strategic Management Process - Environmental Scanning - Industry and Competitive analysis - Core competencies - Competitive Advantage.

UNIT -II: Tools and Techniques for Strategic Analysis and Choice: Porter's Five Force Model- BCG Matrix - GE model - TOWS matrix - Market Life Cycle Model - Organizational Learning and Experience Curve.

UNIT-III: Strategy Formulation and Implementation: Strategy Formulation at Corporate, Business and Functional Levels - Strategy Implementation - Strategy and Structure - Strategy and Leadership - Strategies for Competing in Globalizing Markets and Internet Economy.

UNIT-IV: Growth and Diversification Strategy: Turnaround Strategy– Strategies for Mergers, Acquisitions, and Joint Ventures - Meaning and Reasons of Diversification - Types of Diversification Strategies.

UNIT-V: Strategy Evaluation and Control: Process - Role of the Strategist - Problems in Measuring Performance - Strategic Information Systems - Guidelines for Proper Control - Strategic Surveillance - Strategic Audit -Strategy and Corporate Evaluation and Feedback in the Indian and International context.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the basics of strategic management.	PO1, PO2
CO2	Apply Sound Analytical skills related to strategic analysis and choice.	PO2
CO3	Apply Knowledge of strategy formulation and implementation, Strategies to Compete in Global Markets.	PO2 & PO4
CO4	Apply Knowledge of Strategic growth and diversification strategies.	PO1
CO5	Understand strategic evaluation and control.	PO2

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO CO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2201 : STRATEGIC MANAGEMENT	C2201.1	3	3	-	-	-	-	-	-
	C2201.2	-	3	-	-	-	-	-	-
	C2201.3	-	1	-	3	-	-	-	-
	C2201.4	1	-	-	-	-	-	-	-
	C2201.5	-	1	-	-	-	-	-	-
	C2201	2	2	-	3	-	-	-	-

Text Books:

1. Strategic Management – Text and Cases, 1/e, V.S.P.Rao, Excel Books, New Delhi, 2006.
2. Strategic Management, 1/e, P.Subba Rao, Himalaya Publishing House, Mumbai, 2009.
3. Strategic Management: Planning for Domestic and Global Competition, 4/e, John A. Pearce II, Richard B. Robinson, Amita Mital, McGraw Hill Education; 2018.

References:

1. Strategic Management, John A Pearce, Richard B Robinson, Amita Mital, 10/e, Tata Mc Graw Hill Education Pvt. Ltd, New Delhi, 2007.
2. Concepts in Strategic Management and Business Policy, 12/e, Wheelen & Hunger, Pearson Education, New Delhi, 2010.
3. Strategic Management Concepts and Cases, 12/e, Fred R David, Prentice Hall of India, New Delhi, 2008,
4. Strategic Management – Text and Cases, 1/e., V.S.P.Rao, Excel Books, New Delhi, 2006.
5. Strategic Management, 1/e, P.Subba Rao, Himalaya Publishing House, Mumbai, 2009.



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ENTREPRENEURSHIP DEVELOPMENT

Course Educational Objectives (CEOs) :

CEO1: To understand the concepts of entrepreneurship and its types

CEO2: To analyze idea generation techniques and how to acquire capital to the business

CEO3: To elucidate the process of project planning and report preparation

CEO4: To evaluate the various entrepreneurial strategies

CEO5: To understand the scope of women entrepreneurs in India

CEO6: To study about rural entrepreneurship and evaluation of EDP's

UNIT-I: Nature of Entrepreneurship: Meaning and Concepts, Intrapreneurship - Entrepreneur's competencies, attitudes, Qualities, functions - Types of Entrepreneurs - Barriers to Entrepreneurship - Entrepreneurial scenario in India and Abroad - Forms of Entrepreneurship - Small business, Types of ownership - Role of Government in the promotion of Entrepreneur.

UNIT-II: Promotion & Financial aspects of the entrepreneurship: Idea generation - Intellectual property rights – Financing of Enterprises - Government grants & subsidies.

UNIT-III: Project Planning and Feasibility Studies: The concept of Project - Project life cycle - Project Planning - Feasibility- Project proposal & Report preparation.

UNIT -IV: Micro and Small Enterprises: Meaning and Definitions – Micro and Macro UNITs – Essentials, Features and Characteristics – Relationship between Micro and Macro Enterprises – Rational behind Micro and Small Enterprises – Scope and Objectives of Micro and Small Enterprises – Enterprise and Society – Role of Micro Enterprises in Economic Development – Package for Promotion of Micro and Small-Scale Enterprises – Problems of Micro and Small Enterprises.

UNIT-V Women Entrepreneurship: Scope and Functions of Women Entrepreneurs - Promotional efforts supporting women entrepreneurs in India - Problems and remedies of Women Entrepreneurship. **Rural Entrepreneurship and EDPs:** Need - Rural Industrialization- Role of NGOs- Organizing EDPs-Need, objectives, Evaluation of EDPs.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand about entrepreneurship and its types.	PO1,PO6
CO2	Create an idea generation techniques and gathering capital.	PO2, PO6
CO3	Evaluate the project report and its feasibility.	PO3
CO4	Create the various entrepreneurial strategies.	PO6
CO5	Understand the scope of women entrepreneurship in India and rural entrepreneurship and EDP's.	PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C2202 : ENTREPRENEURSHI P DEVELOPMENT	C2202.1	2	-	-	-	-	2	-	-
	C2202.2	-	2	-	-	-	2	-	-
	C2202.3	-	-	2	-	-	-	-	-
	C2202.4	-	-	-	-	-	2	-	-
	C2202.5	-	-	-	-	-	2	-	-
	C2202	2	2	2	-	-	2	-	-

Text Books:

1. The Dynamics of Entrepreneurial Development and Management, 6/e, Vasanth Desai, Himalaya Publishing House, Mumbai, 2010.
2. Entrepreneurship Management- text and cases, 1/e, Bholanath Dutta, Excel Books, New Delhi, 2010.

References:

1. Fundamentals of Entrepreneurship, 2/e, H.Nandan, PHI Publications, New Delhi, 2011.
2. Entrepreneurship, 2/e, Rajeev Roy, Oxford University Press, New Delhi, 2011.
3. Entrepreneurship, 6/e, Robert D Hirsrich, Michael P Peters, Dean A Shepherd, TMH, New Delhi, 2010.



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FINANCIAL DERIVATIVES

Course Educational Objectives (CEOs):

CEO1: To provide knowledge about financial derivatives and the role of derivatives in financial markets.

CEO2: To create awareness about types, trading mechanism, hedging strategies and pricing of forwards.

CEO3: To understand the trading mechanism, hedging strategies and pricing of futures.

CEO4: To explain the mechanics of the options market, various trading strategies and option pricing models.

CEO5: To give an elaborate view on pricing and valuing swaps and management of risk using Swaps.

UNIT – I Introduction to derivatives market: Definition and features of derivatives - Development and growth of derivatives market - Types of derivatives – Uses and misuses of derivatives – Structure and functions of derivatives – Participants in derivatives market.

UNIT – II Forward market: Meaning, features, functions, types of forward contracts - Mechanism of Forward Trading – Hedging strategies using forwards – Forward pricing – currency and interest rate forwards.

UNIT- III: Future Market: Meaning, Features, Functions, Types of Futures Contract — Futures Market Vs. Forward Market - Mechanics of Future Markets - Hedging Strategies using Futures - futures pricing – currency and interest rate futures.

UNIT- IV:

Options: Distinguish between Options and Futures - Structure of Options Market - Principles of Option Pricing. Option Pricing Models: The Binomial Model, The Black-Scholes Merton Model - Currency Options.

UNIT- V:

Swaps: Concept, Nature, Evolution, Features - Interest Rate Swaps - Currency Swaps - Equity Index Swaps - - Pricing and Valuing Swaps.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the concept of financial derivatives and the role of derivatives in financial markets.	PO1, PO4, PO8
CO2	Understand the basic risk management and trading strategies using forwards and futures.	PO1, PO2, PO8
CO3	Understand the process of pricing financial forwards and futures.	PO1, PO2, PO8
CO4	Apply the various option trading strategies and pricing of options using Binomial Model, and Black-Scholes Merton Model.	PO1, PO2, PO8
CO5	Understand the pricing and valuing swaps and management of risk using swaps.	PO1, PO2, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2203A : FINANCIAL DERIVATIVES	C2203A.1	1	-	-	3	-	-	-	3
	C2203A.2	2	2	-	-	-	-	-	3
	C2203A.3	2	1	-	-	-	-	-	3
	C2203A.4	3	2	-	-	-	-	-	3
	C2203A.5	2	2	-	-	-	-	-	3
	C2203A	2	1.75	-	3	-	-	-	3

Text Books:

1. Derivatives and Risk Management, 1/e, Jayanth Rama Varma, TMH.
2. Financial Derivatives, Gupta, PHI. 2008

References:

1. 1 Fundamentals of Financial Derivatives, Prafulla Kumar Swain, Himalaya Publishing House Pvt. Ltd., India, 2011.
2. Foreign Exchange Markets, Surendra S.Yadav, P.K.Jain, Max Peyrard, Macmillan Publishers India Ltd., 2011.
3. Financial Derivatives, Mishra, Excel, 2009.
4. Risk Management & Derivatives, Stulz, Cengage, 2009.
5. Options, Futures and Other Derivatives, 7/e, John C Hull, Pearson Education, 2009.
6. Derivatives Valuation and Risk Management, David A. Dufresne, Thomas W Muller, TR, Oxford, 2008.
7. Fundamentals of Futures and Options Market, John C Hull, Pearson Education, 2008.
8. Financial Derivatives: Theory Concepts And Problems, 2/e, S.L. Gupta, PHI, 2017.
9. Risk Management Insurance and Derivatives G. Koteswar, Himalaya, 2008.



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SERVICES MARKETING

Course Educational Objectives (CEOs):

CEO1: Understand the fundamentals concepts of goods, services and its Classification.

CEO2: Understand the practical application of strategy formulation, resource allocations and plans of services.

CEO3: Understand the importance of positioning, branding and development of new services.

CEO4: Understand the importance of buyer perceptions, pricing strategies, price discrimination and promotion mix.

CEO5: Understanding and applying the services rendered by hospital, tourism, financial services, information and communication technologies and health care sectors.

UNIT-I: Understanding Services Marketing: Introduction, Goods and Services, Distinctive Characteristics of Services, Classification of Services, Emergence of E-service, Factors Influencing Growth of Services, Services & Economy-Global and national scenario.

UNIT-II: Marketing Plans for Services: The Marketing Planning Process, Strategic Context, Situation Review Marketing Strategy Formulation, Resource Allocations and Monetary Marketing Planning and Services.

UNIT-III: Segmentation and Positioning: Positioning a Service, Value Addition Planning and Branding, New Service Development

UNIT-IV: Pricing strategies and Promotion: Introduction, Service Pricing, Buyers Perception of Value, Price Discrimination, Price Segmentation, Cost Considerations, Customer Considerations, and Competition Considerations, Emerging price strategies-Service Promotion: Role of Marketing Communication, Marketing communication mix.

UNIT- V: Services in Different Sectors: Hospitality and Tourism Services- Financial Services, Information Technology Services -Health Care Services Marketing.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Apply Knowledge of goods services and its Classification.	PO1, PO7
CO2	Apply practical application of strategy formulation, resource allocations and plans of services.	PO1, PO2, PO7
CO3	Understand importance of positioning, branding and development of new services	PO1, PO3, PO7
CO4	Create the pricing strategies, price discrimination and promotion mix.	PO1, PO2, PO7
CO5	Evaluate services rendered by hospital, tourism, financial services, information and communication technologies and health care sectors.	PO1, PO2, PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO CO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2203B : SERVICES MARKETING	C2203B.1	3	-	-	-	-	-	3	-
	C2203B.2	2	3	-	-	-	-	3	-
	C2203B.3	3	-	3	-	-	-	2	-
	C2203B.4	3	2	-	-	-	-	3	-
	C2203B.5	2	3	-	-	-	-	3	-
	C2203B	2.6	2.6	3	-	-	-	2.8	-

Text Books:

1. Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson, 2016.
2. Services Marketing – Concepts planning and implementation, Bhattacharjee, Excel, 2009. Services Marketing, Srinivasan, The Indian context PHI, 2014.

References:

1. Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford, 2017.
2. Marketing of Services, Hoffman, Bateson, Cengage, 2012.
3. Service Sector Management: An Indian Perspective, C. Bhattacharjee, Jaico Publishing House, 2005.
4. Services Marketing – Text and Cases, Rajendra Nargundkar, TMH, 2006.
5. Services Marketing - Integrating Customer Focus Across the Firm, 7/e, Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, McGraw Hill Education, 2018.



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18MBA223C COMPENSATION MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To provide the basic knowledge on Compensation Management concepts.

CEO2: To make students understand the basic perspectives of Job Analysis, Job Description and Pay Structures.

CEO3: To provide the conceptual knowledge to promote understand in issues related to compensation in corporate sector and Impart skills in designing, analysis and restructure compensation management system, policies and strategies.

CEO4: To impart techniques and methods for competing employer – employee negotiations for arriving at optimal compensation system

CEO5: To Make the students understand about role of compensation in attracting, motivating, and retaining a high-quality workforce.

UNIT-I: Introduction To Compensation: Definition of Compensation, The Pay Model, strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options **Internal Alignment:** Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Which Internal Structure Fits Best?

UNIT-II: Job Analysis and Evaluation: Why Perform Job Analysis?, Job Analysis Procedures, Job Analysis Data Collection Process, Job Descriptions, Definition of Job Evaluation, Major Decisions In Job Evaluation, Job Evaluation Methods, Final Result – Pay Structure

UNIT-III: Determining External Competitiveness and Benefits Management: **Competitiveness:** Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades **Benefits:** Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits

UNIT-IV: Performance Based Compensation System: Employee Contributions: Pay For Performance (PFP), Rewarding Desired Behaviors, Does Compensation Motivate Performance, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups: Who are Special Groups? Compensation Strategies for Special Groups



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UNIT-V: Legal & Administrative Issues in Compensation: Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration

Global Compensation: Recognizing Variations, Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay

Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the basic knowledge on compensation management concepts and internal alignment.	PO1,PO2,PO3
CO2	Understand the importance of job analysis, job description and various methods of job evaluation.	PO1,PO3, PO4,
CO3	Evaluate external competitiveness and benefits determination process.	PO1,PO2, PO5
CO4	Understand the factors for performance based compensation and compensation strategies.	PO1, PO5,PO2, PO6
CO5	Analyze the international pay and expatriate pay system	PO1,PO2 PO4, PO5

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2203C : COMPENSATION MANAGEMENT	C2203C.1	3	1	3	-	-	3	-	-
	C2203C.2	3	-	3	3	-	3	-	-
	C2203C.3	3	1	-	3	3	3	-	-
	C2203C.4	3	1	-	3	-	3	-	-
	C2203C.5	3	2	-	3	3	3	-	-
	C2203C	3	1	3	3	3	3	-	-

Text Books:

1. Strategic Compensation, 3/e, Joseph J. Martocchio, Prentice Hall, 2006.
2. Compensation Management, Dr. Kanchan Bhatia, Himalaya Publishing House, 2009.

References:

1. Compensation Management in a Knowledge Based World, 9/e, Handerson, Pearson, 2007.
2. Strategic Compensation, 10/e, Joseph J. Martocchio, Pearson Education, 2020.
3. Compensation Management, Tapomoy Deb, Excel Books, New Delhi, 2013.
4. Compensation management, 2/e, Dipak Kumar Bhattacharyya, 2015.



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18MBA223D SOFTWARE PROJECT MANAGEMENT

Course Educational Objectives (CEOs):

CEO1: To understand the nature of software project management and quality and productivity factors

CEO2: To understand the concepts and principles of software project design and user interfaces

CEO3: To know the basics of testing and software quality assurance

CEO4: To understand structured coding techniques and implementation process

CEO5: To understand the need of software maintenance and other maintenance tools

UNIT:1: 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.

UNIT – IV: Implementation issues – Structured Coding Techniques.

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



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the basic concepts of software projects.	PO1
CO2	Apply the software design concepts in real time.	PO1, PO2
CO3	Evaluate the quality assurance by testing various things.	PO2
CO4	Understand the implementation issues in structure coding techniques.	PO2, PO5
CO5	Understand the need of software maintenance and other maintenance tools.	PO2, PO5

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO CO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2203D : SOFTWARE PROJECT MANAGEMENT	C2203D.1	2	-	-	-	-	-	-	-
	C2203D.2	2	3	-	-	-	-	-	-
	C2203D.3	-	3	-	-	-	-	-	-
	C2203D.4	-	3	-	-	3	-	-	-
	C2203D.5	-	3	-	-	3	-	-	-
	C2203D	2	3	-	-	3	-	-	-

Text Books:

1. Pressman: Software Engineering (Tata McGraw Hill), 2008.
2. Carlo Ghezzi, Mehdi Jazayuni and Dino Mandnioli: Fundamentals of Software Engineering (Prentice Hall of India),2012

References:

- 1.Rechord Fairley: Software Engineering Concept (Tata McGraw Hill),2007.



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INTERNATIONAL FINANCE

Course Educational Objectives (CEOs):

- CEO1:** To provide knowledge on
- Basics of International financial system
 - Reforms in International financial system
- CEO2:** To know about changes of interest rates in International economic environment.
- CEO3:** To know foreign exchange exposure in different transactions.
- CEO4:** To take decisions on international investment decisions.
- CEO5:** To examine Euro currency market

UNIT-I: Foreign exchange market – Foreign exchange rate – Determination of foreign Exchange rate – Demand and supply of foreign exchange – Spot rate and forward rate – Cross rates – Arbitrage – Fixed exchange rate and floating exchange rate – Implications of depreciation/ devaluation and appreciation / revaluation of currency – International liquidity and IMF.

UNIT – II: International parity: Purchasing power parity – Interest rate parity – Covered interest arbitrage – Forward rate parity – Fisher effect – Interrelationship of parity conditions. Big Mac Rates.

UNIT – III: Management of foreign exchange exposure and risk: Meaning of exposure – Economic exposure – Transaction exposure – Operating exposure – Translation exposure. Currency options – Currency futures/forwards – Currency swaps. Accounting & Reporting, Forex gains / losses.

UNIT – IV: Cross border investments: Cost of capital – Approaches to project evaluation – Adjusted present value method – Risks in foreign Projects.

UNIT – V: Eurocurrency market: Growth of Eurocurrency market – Euro issues – External commercial – borrowings – International bond market – Indian Euro issues. RBI guidelines on ECBs, foreign investments. Features of ADR, GDR, IDR.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the international financial market and system	PO1,PO3,PO4,PO8
CO2	Understand the parity methods to determine foreign exchange rates	PO1,PO3,PO4,PO8
CO3	Evaluate the foreign exchange exposure and manage it effectively	PO1,PO2,PO8
CO4	Apply the financial tools to evaluate cross border investments.	PO1,PO2,PO8
CO5	Understand the growth of Euro currency market and compare the international financial instruments	PO1,PO2, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2204A : INTERNATIONAL FINANCIAL	C2204A.1	3	-	2	2	-	-	-	3
	C2204A.2	2	-	2	3	-	-	-	3
	C2204A.3	3	3	-	-	-	-	-	3
	C2204A.4	3	3	-	-	-	-	-	3
	C2204A.5	3	3	-	-	-	-	-	3
	C2204A	2.8	3	2	2.5	-	-	-	3

Text Books:

1. International Finance, Siddaiah T, Pearson Publication, 2015.
2. International Financial Management, 8/e, PG Apte, Tata McGraw Hill, 2018.

References:

1. International Finance, Marrison D Levi, McGraw Hill, 2009.
2. Multinational Financial Management, Alan C. Shapiro, Wiley India, 2008.
3. International Corporate Finance, Jeff Madura, Thomson, 2013.
4. International Financial Management, Cheols Eun and Bruce G Resnick, McGraw Hill, 2003.
5. International Finance, Ephraim Clark, Thomson, 2009.
6. International Finance, Mihir A. Desai, Wiley India, 2013.



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18MBA224B INTERNATIONAL MARKETING

Course Educational Objectives (CEOs):

CEO1: To provide knowledge about Principles of International Marketing

CEO2: To inculcate various aspects pertinent to International Market opportunities

CEO3: To elucidate International Product Management

CEO4: To provide necessary knowledge about international market channels

CEO5: To give a elaborate view about pricing and promotion of international markets

UNIT-I: Introduction: Scope and Significance of International Marketing, The Strategic Importance of International Marketing, Difference Between International and Domestic Marketing, Need for International Trade- International Market Environment.

UNIT-II: International Market Opportunities: Regional Market Characteristics, Marketing in Transitional Economies and Third World Countries, International Market segmentation and Targeting- International Market entry strategies- Direct exporting, Indirect exporting, Entry strategies of Indian Firms

UNIT-III: International Product Management: International Product Positioning, International Product Life, Cycle, Geographic Expansion-Strategic Alternatives- New products in International Marketing, Product and Culture, Brands in International Market.

UNIT-IV: International Market Channels: Channels-Distribution Structures, Distribution Patterns, Factors Effecting Choice of Channels, The Challenges in Managing an International Distribution Strategy, Selecting Foreign Country Market Intermediaries-The Management of Physical Distribution of Goods.

UNIT-V: Pricing and Promotion for International Markets: Environmental Influences on Pricing Decisions, Grey Market Goods, Transfer Pricing, Global Pricing – Policy Alternatives, Global Advertising and Publicity, Sponsorship Promotion.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the fundamental concepts of international marketing and outline the strategic significance of international marketing	PO1,PO2,PO7
CO2	Evaluate the international market entry strategies by analyzing the regional market characteristics	PO2,PO4, PO7
CO3	Apply branding and positioning strategies for international products	PO2,PO4, PO7
CO4	Understand the international distribution strategies and effectively manage the physical distribution function.	PO1,PO4, PO7
CO5	Analyse the international pricing and promotional strategies.	PO2, PO7

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2204B : INTERNATIONAL MARKETING	C2204B.1	3	2	-	-	-	-	3	-
	C2204B.2	-	3	-	2	-	-	3	-
	C2204B.3	-	2	-	3	-	-	3	-
	C2204B.4	2	-	-	3	-	-	3	-
	C2204B.5	-	3	-	-	-	-	2	-
	C2204B	2.5	2.5	-	2.66	-	-	2.8	-

Text Books:

1. Global Marketing Management, 4/e, Keegan, Green, Pearson Education, New Delhi, 2008.
2. International Marketing Analysis and Strategy, 3/e, Sakonkvisit, John J.Shaw, Prentice Hall India, New Delhi, 2009.

References:

1. International Marketing, 13/e, Philip R Cateora, John Graham, PrasanthSalwan, Tata Mc Graw Hill, New Delhi, 2008.
2. International Marketing, 4/e, Vasudeva PK, Excel Books, New Delhi, 2010.
3. Global Marketing Management, 2/e Lee, Carter, Oxford, New Delhi, 2009.



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18MBA224C INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Educational Objective (CEOs):

- CEO1:** To provide a framework and clear understanding of external forces that have the potential to shape International HRM,
- CEO2:** To provide student the strategic and functional roles of HRM in various international contexts, specially in areas such as recruitment and selection
- CEO3:** To provide the idea and the process of repatriate and expatriate management in MNCs including cross cultural training.
- CEO4:** To provide the student the knowledge to develop competency in dealing with performance management through competency appraisal, downsizing, layoff and turnover
- CEO5:** To develop generic and transferable skills in diagnosing International HRM issues critically and analytically which includes work and labor regulations, strategic HRM issues in international context

UNIT-I Introduction to IHRM: Reasons for going Global - Approaches to IHRM, Difference between IHRM & Domestic HRM, Challenges of IHRM- Global Assignments.

UNIT-II: International Staffing: Sources, IHRM Planning–Recruitment - Selection in International Context - Challenges of recruitment - Global Leadership Development Programs, dealing with employee shortages.

UNIT-III: Repatriation and Expatriation: Process of Repatriate and Expatriate management in Multinational Companies, Training Expatriates and Repatriates, Cross Cultural Training, Methods of Training adopted.

UNIT-IV: Performance and Compensation Management: Performance management System in MNCs - competency appraisal, downsizing, layoff, turnover, objectives and Key components of international compensation, compensation Practices in MNCs, rewards and incentives.

UNIT-V: IHRM in Present Context: Issues in IHRM - Cultural Issues in MNC's – Global Downsizing - Corporate Social Responsibility at Global Level - Industrial Relations in Global Organizations - Role of Trade Unions at International Level.



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Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Understand the external forces that have the potential to shape International HRM.	PO1, PO4, PO5, PO6
CO2	Understand the HRM challenges facing multinational corporations including, staffing, and development of global leadership.	PO1, PO2, PO3, PO5, PO6
CO3	Analyze the HRM challenges facing in the process of repatriation process of the expatriate	PO1, PO2, PO3, PO5, PO6
CO4	Evaluate the performance management systems in MNCs in competency mapping, demotion.	PO1, PO3, PO5, PO6
CO5	Understand global mindset and sensitivity to cultural issues in organizations	PO1, PO2, PO3, PO4, PO5, PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
	CO								
C2204C : INTERNATIONAL HUMAN RESOURCE MANAGEMENT	C2204C.1	3	-	-	3	2	2	-	-
	C2204C.2	3	3	3	-	3	3	-	-
	C2204C.3	3	3	3	-	2	2	-	-
	C2204C.4	3	-	2	-	2	2	-	-
	C2204C.5	3	3	2	3	2	2	-	-
	C2204C	3	3	2.5	3	2.2	2.2	-	-

Text Books:

1. International Human Resource Management, 1/e, P. Subba Rao, Himalaya Publishing House, New Delhi, 2011.
2. International Human Resource Management: Text and Cases, 2/e, K. Aswathappa, Sadhna Dash, Tata McGraw-Hill, New Delhi. 2012.

References

1. International Dimensions of Organizational Behavior, 5/e, Adler N.J., Kent Publishing, Boston, 2008.
2. International Dimensions of Organizational Behavior, 5/e, Adler N.J., Kent Publishing, Boston, 2008.
3. International Human Resource Management (Text and Cases), 3/e, P. Subba Rao, Himalaya Publishing House Pvt. Ltd., 2022.
4. International Human Resource Management Paperback, Peter J. Dowling, Marion Festing, Allen D. Engle, 2017.



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18MBA224D EXPERT SYSTEMS AND ARTIFICIAL INTELLIGENCE

Course Educational Objectives (CEOs):

CEO1: Describe the fundamental knowledge of Artificial Intelligence and expert systems compare it to conventional computing

CEO2: Define intelligent agents and role in information technology

CEO3: Understand the relationship between monotonic & non monotonic reasoning AI and ES

CEO4: To have basic understanding of some of the more advanced topics of AI such as machine learning that place an important role in AI Programs

CEO5: To know about various Expert System tools and applications

UNIT- I: Introduction to A-I and Basic problem solving methods: Meaning of AZ, AI problems, AI - Techniques, Criteria for success, production systems, static space search.

UNIT –II: Control strategies: Heuristic Approach, Forward and Backward Reasoning, Hill climbing techniques, breadth first search, Depth first search, Best search and staged search.

UNIT – III: Game playing: Mini max search, Adding alpha beta cut-off -Utility cut-off Natural language processing: Syntax & semantic Analysis, Semantic grammar, core grammar, augmented transition network, Discourse and pragmatic processing.

UNIT – IV: Machine learning: Rote learning, learning by advice, Learning in problem solving and from examples, discovery as learning, A.M learning and Analogy.

UNIT –V: Expert systems: Introduction, Rule based system Architecture, Non production system Architecture, Knowledge system building tools.



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Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Understand the various types of Knowledge Representation techniques in expert system and artificial intelligence	PO, PO2
CO2	Understand the basics of State space search problems (Hill Climbing, Heuristics search etc.) in management.	PO1, PO2
CO3	Analyse and contrast monotonic & non monotonic reasoning AI and ES.	PO1, PO2
CO4	Apply the advanced learning techniques in AI and ES.	PO1, PO2
CO5	Create the expert system using appropriate methods.	PO2, PO6

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO CO	PO	PO	PO	PO	PO	PO	PO	PO
		1	2	3	4	5	6	7	8
C2204D : EXPERT SYSTEMS AND ARTIFICIAL INTELLIGENCE	C2204D.1	2	3	-	-	-	2	-	-
	C2204D.2	2	3	-	-	-	-	-	-
	C2204D.3	2	3	-	-	-	-	-	-
	C2204D.4	2	3	-	-	-	3	3	3
	C2204D.5	-	-	-	3	-	-	-	-
	C2204D	2	3	-	3	-	2.5	3	3

Text Books:

1. Artificial Intelligence A Modern Approach, 3/e, Stuart J. Russell and Peter Norvig
Pearson Education, 2015.

References:

1. Artificial Intelligence, 3/e, Elaine Rich, Kevin Knight and Shiva Shankar B Nair Tata McGraw Hill.
2. Artificial Intelligence-Structures and Strategies for Complex Problem Solving, 5/e, George F. Luther, Pearson Education.
3. Introduction to Artificial Intelligence, Eugene Charniak and Drew McDermott, Pearson Education.



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18MBA225

SEMINAR

Course Educational Objectives (CEOs):

CEO1: To train students to precisely present the concepts and ideas

CEO2: To enable students to use technology for presentation

CEO3: To make students gather literature and information

CEO4: To facilitate students to handle queries appropriately

CEO5: To enhance the speaking and listening skill set of students.

The student has to prepare a report on contemporary issues in management. The report and the presentation shall be evaluated by the three member committee, which carries 50 marks. He/ she has to secure 50% marks to obtain required credits.

Course Outcomes:

On successful completion of the course the student will be able to,		POs related to COs
CO1	Choose the specific topic for presentation based on the knowledge	PO1
CO2	Assess the literature and critical readings to choose appropriate contents	PO2
CO3	Discuss the societal impact of the topic chosen.	PO3
CO4	Analyze the selected topic from various environmental perspective to present the ideas using technology and articulation	PO4
CO5	Propose appropriate answers to the disciplinary questions raised related to the presented topic	PO5
CO6	Apply the knowledge in the specialization areas such as HR, Finance and Marketing in the presentation	PO6/PO7/PO8



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COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C2205 SEMINAR	C2205.1	3	-	-	-	-	-	-	-
	C2205.2	-	3	-	-	-	-	-	-
	C2205.3	-	-	3	-	-	-	-	-
	C2205.4	-	-	-	3	-	-	-	-
	C2205.5	-	-	-	-	3	-	-	-
	C2205.6	-	-	-	-	-	3	3	3
	C2205	3	3	3	3	3	3	3	3



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18MBA226

COMPREHENSIVE VIVA -VOCE

Course Educational Objectives (CEOs):

CEO1: To provide a platform for the students to exhibit their knowledge in specialization.

CEO2: To enable students effectively use their oral communication skills

CEO3: To bring out the innate thoughts of the students in the respective specialization

CEO4: To enhance the spontaneity among students in answering to the questions

CEO5: To develop the soundness of knowledge in the specialization.

Student has to undergo A comprehensive viva-voce pertaining to the student’s specialization will be conducted for 50 marks at the end of II-II-semester by the three member committee. He/ she should secure 50% marks to acquire the required credits.

Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Propose the concepts and theories in management	PO1
CO2	Prove the analytical and critical thinking ability through spontaneous answering	PO2
CO3	Demonstrate the ability to make effective oral presentation on aspects related to business environment and value based leadership in social environment	PO3,PO4
CO4	Organize the contents of the management concepts and theories related to managing teams.	PO5
CO5	Prove the subject knowledge in specialization areas	PO6, PO7, PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
C2206 : COMPREHENSIVE VIVA-VOCE	C2206.1	3	-	-	-	-	-	-	-
	C2206.2	-	3	-	-	-	-	-	-
	C2206.3	-	-	3	3	-	-	-	-
	C2206.4	-	-	-	-	3	-	-	-
	C2206.5	-	-	-	-	-	3	3	3
	C2205	3	3	3	3	3	3	3	3



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18MBA227

PROJECT WORK

Course Educational Objectives (CEOs):

- CEO1:** To offer students a glimpse into real world problems and challenges that need management based solutions
- CEO2:** To introduce students to the vast array of literature available of the various research challenges in the field of management
- CEO3:** To create awareness among the students of the characteristics of several domain areas where management concepts and theory can be effectively applied.
- CEO4:** To enable students to apply management theory ad concepts in creating a solution for a problem
- CEO5:** To improve the team building, communication and management skills of the students that results in industry readiness.

Students are required to take up a project work, in which the student can choose any specific problem of the industry or industry based project work. Alternatively it can be secondary source based or field based project work. Before the commencement of the project work each student is required to submit a synopsis indicating the objectives, methodology, frame work for analysis, action plan with milestone in order to have clarity for the subsequent work. The project should have an internal faculty as guide. The student can initiate the project work in the penultimate semester of the course.

Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Apply the knowledge of management to define the research area, title and method.	PO1
CO2	Construct the research objectives in relation to the organizational objectives.	PO5
CO3	Collect the suitable literature and data as a base for analytical and critical thinking to solve research problem.	PO2
CO4	Employ ethics and value based approach in carrying out project work.	PO3
CO5	Document and communicate the research work in an effective way from various environmental perspectives.	PO4
CO6	Apply the knowledge in selected.. field of study to deduce the research findings and recommendations..	PO6/PO7/PO8



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COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	PO	PO	PO	PO	PO	PO	PO	PO	PO
	CO	1	2	3	4	5	6	7	8
C2207 : PROJECT WORK	C2207.1	3	-	-	-	-	-	-	-
	C2207.2	-	-	-	-	3	-	-	-
	C2207.3	-	3	-	-	-	-	-	-
	C2207.4	-	-	3	-	-	-	-	-
	C2207.5	-	-	-	3	-	-	-	-
	C2207.6	-	-	-	-	-	3	3	3
	C2207	3	3	3	3	3	3	3	3

II MBA - II Semester

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18MBAUD212

CORPORATE CHANAKYA - II

Course Educational Objectives (CEOs):

CEO 1: To acquire knowledge, power and qualities of leaders and their strategies to solve corporate challenges.

CEO 2: To create awareness among the students of the characteristics of several domain areas where management concepts and theory can be effectively applied.

CEO 3: To enable students to apply management theory and concepts in creating a solution for a problem.

CEO 4: To evaluate the team building, communication and management skills of the students that results in industry readiness.

CEO 5: To formulate and develop effective strategy for employees and financial constrained



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Module III Management Part 1I

- Team Work
- Strategy

Module IV Training

- Trainees
- Boss
- Organization
- Advise

Course Outcomes:

On successful completion of the course the student will be able to		POs related to COs
CO1	Deduce the potential capabilities to solve corporate problems	PO1, PO2, PO4
CO2	Recognize several methods for various field of study	PO1, -PO2, PO3, PO4
CO3	Develop a plan for creating a solution for the problem identified	PO1, PO2, PO5, PO6, PO7/PO8
CO4	Compare and contrast the several existing solutions for corporate challenge	PO1, PO2, PO6, PO7/PO8
CO5	Propose the effective strategy to solve managerial problems	PO1, PO2, PO4, PO5, PO6, PO7/PO8

COURSE OUTCOMES VS POs MAPPING (DETAILED; HIGH:3; MEDIUM:2; LOW:1):

Course	CO \ PO	PO							
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
C220A2 CORPORATE CHANAKYA II	C2208.1	3	3	-	3	-	-	-	-
	C2208.2	3	3	3	3	-	-	-	-
	C2208.3	3	3	-	-	3	3	3	3
	C2208.4	3	3	-	-	-	3	3	3
	C2208.5	3	3	-	3	3	3	3	3
	C2208	3	3	3	3	3	3	3	3