

**SREENIVASA INSTITUTE of TECHNOLOGY and MANAGEMENT
STUDIES (Autonomous)
CHITTOOR-517 127
Academic Regulations for MBA
(Effective for the students admitted into I- year from the Academic Year 2016-17
onwards)**

1. Eligibility for admissions:

- Admission to the above programme 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 indisciplinary 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

	Semester				Total Marks
	Periods/ Week	Credits	Internal Marks	External Marks	
Theory	04	04	40	60	100
Practical	03	02	40	60	100
Seminar	02	02	100	-	100
Comprehensive Viva- voce	-	02	100	-	100
Project	08	08	40	60	100

Table 2: Course Pattern and Total Credits

Semester	No. of Subjects	Number of Labs	Project	Seminar and Comprehensive viva -voce	Total Credits	
I-I	07	00	-	-	7x4= 28	28
I-II	06	02	-	-	6x4 +2x2 = 28	28
II-I	06	02	-	-	6x4 +2x2 = 28	28
II-II	04	-	01	01 + 01	4x4+1x8+1x2+1x2 = 28	28
Total Credits						112

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.

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 at 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.

e. Project ,seminar and comprehensive viva

voce: Project work:

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.

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.
- 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 co-ordinator 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.
- 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.

11. 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.

12. 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.

13. 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	09	80 – 89
B	08	70 – 79
C	07	60 – 69
D	06	50 – 59
F	00	< 50 (Fail)
AB	ZERO	--

- **Grade Sheet**

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

- The college in which the candidate has studied
- The list of courses enrolled during the semester and the grade scored
- The Grade Point Average (GPA) for the semester and
- 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.

iv. 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.

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.

14. 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.

15. REVALUATION

A candidate can apply for revaluation of his/ her end examination answer paper in a 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.

16. Number of instruction days:

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

17. 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.
- 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.

18. 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.

19. 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	Expulsion from the examination hall and cancellation of the performance in that

	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.	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 computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate 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.
6.	refuses to obey the orders of the Chief Superintendent/Assistant-Superintendent / shall be expelled from examination halls any officer on duty or misbehaves or and cancellation of their performance in	In case of students of the college, they shall be expelled from examination halls any officer on duty or misbehaves or and cancellation of their performance in

	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.	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.
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.

**SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT
STUDIES (AUTONOMOUS)
MASTER OF BUSINESS ADMINISTRATION
COURSE STRUCTURE FOR MBA (REGULAR) I- YEAR I SEM (2016-17)**

Sl. No.	Subject Code	Subject	Scheme of Instruction			Scheme of Examination		
			L	P	C	I	E	Total
1	16MBA111	Management and Organization Behaviour	4	--	4	40	60	100
2	16MBA112	Statistical Methods for Managers	4	--	4	40	60	100
3	16MBA113	Managerial Economics	4	--	4	40	60	100
4	16MBA114	Financial Accounting for Managers	4	--	4	40	60	100
5	16MBA115	Business Law and Regulations	4	--	4	40	60	100
6	16MBA116	Business Environment	4	--	4	40	60	100
7	16MBA117	Business Communication	4	--	4	40	60	100
Contact periods per week			28					
Total periods per week			28					
Total (7 Theory Subjects)					28	280	420	700

L- Lecture P- Practicals C – Credits I – Internal E- External

**SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT
STUDIES (AUTONOMOUS)
MASTER OF BUSINESS ADMINISTRATION
COURSE STRUCTURE FOR MBA (REGULAR) I- YEAR II SEM (2016-17)**

Sl. No.	Subject Code	Subject	Scheme of Instruction			Scheme of Examination		
			L	P	C	I	E	Total
1	16MBA121	Human Resource Management	4	--	4	40	60	100
2	16MBA122	Financial Management	4	--	4	40	60	100
3	16MBA123	Marketing Management	4	--	4	40	60	100
4	16MBA124	Production and Operations Management	4	--	4	40	60	100
5	16MBA125	Management Information System	4	--	4	40	60	100
6	16MBA126	Operations Research	4	--	4	40	60	100
7	16MBA127	Soft skills Lab	--	3	2	40	60	100
8	16MCA127	Information Technology for Management Professionals	--	3	2	40	60	100
Contact periods per week			24	6				
Total periods per week			30					
Total (6Theory Subjects + 2 Labs)					28	320	480	800

L- Lecture P- Practicals C – Credits I – Internal E- External

**SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT
STUDIES (AUTONOMOUS)
MASTER OF BUSINESS ADMINISTRATION
COURSE STRUCTURE FOR MBA (REGULAR) II- YEAR I SEM (2016-17)**

Sl. No.	Subject Code	Subject	Scheme of Instruction			Scheme of Examination		
			L	P	C	I	E	Total
1	16MBA211	Business Ethics and Corporate Governance	4	--	4	40	60	100
2	16MBA212	Research Methodology	4	--	4	40	60	100
3	Elective-I		4	--	4	40	60	100
	16MBA213 A	Cost & Management						
	16MBA213 B	Retailing Management						
	16MBA213 C	Strategic Human Resource Management						
	16MBA213 D	Enterprise Resource Planning						
4	Elective-II		4	--	4	40	60	100
	16MBA214 A	Financial Institutions ,Markets and services						
	16MBA214 B	Consumer Behaviour						
	16MBA214 C	Training and Development						
	16MBA214 D	Customer Relationship Management						
5	Elective-III		4	--	4	40	60	100
	16MBA215 A	Security Analysis and Portfolio Management						
	16MBA215 B	Sales and Distribution Management						
	16MBA215 C	Performance Management						
	16MBA215 D	Decision Support System						
6	Elective-IV		4	--	4	40	60	100
	16MBA216 A	Risk Management and						
	16MBA216 B	Advertising and Brand						
	16MBA216 C	Management of Industrial Relations						
	16MBA216 D	E-commerce and E-banking						
7	16MBA217	Company Analysis and Report Presentation	--	3	2	40	60	100
8	16HAS105	Reasoning and Aptitude	--	3	2	40	60	100
Contact periods per week			24	6				
Total periods per week			30					
Total (6 Theory Subjects + 1 Lab + Company Analysis and Report Presentation)					28	320	480	800

L- Lecture P- Practicals C – Credits I – Internal E- External

**SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT
STUDIES (AUTONOMOUS)
MASTER OF BUSINESS ADMINISTRATION
COURSE STRUCTURE FOR MBA (REGULAR) II- YEAR II SEM (2016-17)**

Sl. No.	Subject Code	Subject	Scheme of Instruction Periods per week			Scheme of Examination Maximum Marks		
			L	P	C	I	E	T
1	16MBA221	Strategic Management	4	-	4	40	60	100
2	16MBA222	Entrepreneurship Development	4	-	4	40	60	100
3	Elective-V		4	-	4	40	60	100
	16MBA223 A	Financial Derivatives						
	16MBA223 B	Services Marketing						
	16MBA223 C	Organizational Change and Development						
	16MBA223 D	Data Communication and Network Analysis						
4	Elective-VI		4	-	4	40	60	100
	16MBA224 A	International Financial Management						
	16MBA224 B	International Marketing						
	16MBA224 C	International Human Resource Management						
	16MBA224 D	Information Systems Control and Audit						
5	16MBA225	Seminar		2	2	100		100
6	16MBA226	Comprehensive Viva –Voce		-	2	100		100
7	16MBA227	Project Work		12	8	40	60	100
Contact periods per week			16	14				
Total periods per week			30					
Total (4 Theory + Seminar + Comprehensive Examination+ Project Work)			28			400	300	700

L- Lecture P- Practicals C – Credits I – Internal E- External

**SREENIVASA INSTITUTE of TECHNOLOGY and MANAGEMENT STUDIES
(Autonomous)**

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

I MBA –I Sem

L P C

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Course Objective:

The Objective of the course is to give a basic perspective of Management theories and practices. This will form foundation to study other functional areas of management. Also this course provides insight into behavioral issues.

16MBA111 MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

UNIT 1: Introduction to Management: Management concept, Significance, Levels, Functions - Management as an Art, Science and Profession - Fayol's 14 Principles of Management - Scientific management Theory -Social responsibilities.

UNIT 2: Functions of Management: Introduction, Planning, Process of planning - Techniques of decision making. Organising: Organization Structure, Span of Control, Line and Staff, Delegation, Centralization and Decentralization Controlling and its Techniques.

UNIT 3: Organisational Behaviour: Meaning, Nature and Scope of Organizational Behavior - Factors Influencing Perception, **Learning:** Theories and Principles of Learning, **Personality:** Determinants and Theories of Personality.

UNIT 4 Leadership and Motivation: Leadership, Trait Approach to Leadership, Leadership Styles - Managerial Grid - Transactional Vs Transformational leadership, Motivation: Theory X, Theory Y & Theory Z, Theories of Maslow, Herzberg.

UNIT 5: Behavioural Dynamics: Group Dynamics, Analysing Interpersonal Relations, Transactional Analysis and Johari Window, Management of organizational conflicts, Change management.

References

1. Essentials of Management, 10th e., 2008, Koontz, H and, Wehrich, H, McGraw-Hill, New York.
2. Organizational Behavior, 15/e, 2013, Stephen P. Robbins, Pearson Education, San Diego.
3. Organizational Behaviour, 12 /e, 2010, Fred Luthans, Tata McGrawHill, NewDelhi.
4. Organizational Behaviour, 15/e, 2012, Robbins, SP, Prentice Hall of India, New Delhi.
5. Management and Organisational Behaviour, 4/e, 2010, Subbarao P, Himalaya Publishing House, NewDelhi.

OUTCOMES:

1. Apply different concepts related to organizational behavior and human perception.
2. Identifying specific steps managers can take to motivate employees.
3. Analyze different concepts related to leadership and decision making.

**SREENIVASA INSTITUTE of TECHNOLOGY and MANAGEMENT STUDIES
(Autonomous)**

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

I MBA –I Sem

L P C

4 0 4

Course Objectives:

The objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis and its applications.

*** Standard discounting and statistical tables to be allowed in the examinations.**

16MBA112 STATISTICAL METHODS FOR MANAGERS

Unit 1: Introduction: Meaning and definition of Statistics – Nature, Scope, Significance of statistics and mathematics – **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- Practical Activity.

Unit 2 : Frequency and Measures of central Tendency: Frequency distribution – Importance and different types of graphs and diagrams – Sampling Techniques and sources. **Measures of Central Tendency:** Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean - Practical Activity.

Unit 3: Measures of Dispersion: Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making. Practical Activity.

Unit 4: Correlation and Regression: Correlation: Introduction, Significance and types of correlation- Methods of correlation- Co-efficiency of correlation. **Regression analysis**-Meaning and utility of regression analysis-Comparison between correlation and regression-Interpretation of regression coefficients - Practical Activity.

Unit 5: Testing of Hypothesis: One sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way-design of experiments and Chi-square test.

References:

1. Statistics for Management, Richard I Levin, David S.Rubin, Pearson, 2008
2. Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai.
3. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 2008
4. Statistics for Management, P.N.Arora, S.Arora, S.Chand
5. Mathematics for Management, Raghavachari.M, Tata McGraw Hill, New Delhi
6. Statistics for Management , Lerin, Pearson Company, New Delhi.
7. Business Statistics for Contemporary decision making, Black Ken, New age publishers, New Delhi.
8. Quantitative Techniques for Decision Making, M.P.Gupta, PHI, 2009.

OUTCOMES:

1. Application of statistics to Business practices.
2. Understanding and forecasting, demand and supply effectively

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Course Objective:

Managerial Economics is concerned with thoroughly exposing the students a rigorous foundation in microeconomics which becomes the basis for a way of thinking about managerial problems.

16MBA113 MANAGERIAL ECONOMICS

UNIT-1: Introduction to Managerial Economics: Nature and Scope – Relationship between Managerial Economics and Other Areas – Role of Managerial Economist - Profit Maximization – Baumols Sales Revenue Maximizing Model – Managerial Theories – Opportunity Cost– Discounting Principle – Risk and Uncertainty.

UNIT-2: Theory of Demand and Supply: Demand Schedule – Demand Function - Law of Demand and its Exceptions – Elasticity of Demand – Price, Income and Cross Elasticity – Supply Analysis – Elasticity of Supply – Effects of a Shift in Supply and Demand.

UNIT-3: Production & Cost Analysis: The Production Function – Law of Variable Proportions – Law of Returns to Scale – Cobb-Dougl's Production Function - Marginal Rate of Technical Substitution – Iso-Quants and Iso –Costs - Const Concepts – Cost Function- Cost Output Relationship in Short run and Long run – Modern Theory of Costs – Cost Volume Profit Analysis.

UNIT-4: Market Structure and Pricing Practices: Introduction to Markets – Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly – Skimming and Penetration Pricing – Loss Leader Pricing – Pricing of Multiple Products.

UNIT-5: National Income: Definition of National Income – Gross National Income – Net National Product – Per Capita Income – Impact of National Income **Business Cycles:** Types of Business Cycles – Phases of a Business Cycle (Expansion, Recession, Depression, Recovery) – Inflation.

References:

1. Managerial Economics, Analysis, Problems and Cases, 17/e, 2011, P.L.Mehta, Sultan Chand & Sons, New Delhi.
2. Managerial Economics, 19/e, 2007, R.L.Varshney and K.L.Maheshwari, Sultan Chand & Sons, New Delhi.
3. Managerial Economics, 6/e, 2007, D.N.Dwivedi, Vikas Publishing House Pvt. Ltd., Noida.
4. Managerial Economics, 1/e, 2007, H.L.Ahuja, S.Chand & Company Ltd., New Delhi.
5. Economics, 19/e, 2010, Paul A Samuelson and William D Nordhaus, Indian Adaptation by Sudip Chaudhuri and Anindya Sen, Tata McGraw Hill, New Delhi.

OUTCOMES:

1. Understand the roles of managers in firms
2. Understand the internal and external decisions to be made by managers
3. Design competition strategies, including pricing, product differentiation, research & development, and marketing, according to the natures of products and the structures of the markets
4. Understanding economic concepts of the firm

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Course Objective:

- Explain the objective of financial reporting, the elements of the financial statements and the related key accounting assumptions and principles.
- Identify how internal controls are used to manage and control the firm's resources and risk.

16MBA114 FINANCIAL ACCOUNTING FOR MANAGERS

UNIT - 1: 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-2: Valuations of Fixed Assets and Inventory: Fixed Assets: Meaning of Tangible and Intangible Assets - Depreciation 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. **Goodwill:** Meaning, Importance - Valuation of Goodwill - Methods of Valuation of Goodwill: Average Profit Method, Super Profit Method, Capitalisation Method and Annuity Method.

UNIT-3: 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 of Debentures for Cash and other than Cash.

UNIT- 4: Financial Analysis-I Objectives and Tools of Financial Analysis – Comparative, Common-size and Trend Analysis - Analysis of Cash Flow Statement and Funds Flow Statement.

UNIT-5: Financial Analysis–II: Ratio Analysis: Meaning, Advantages, Limitations and Types: Liquidity, Leverage, Solvency and Profitability Ratios - Du-pont Chart –A Case Study on Ratio Analysis.

References:

1. Financial Accounting, 2011, Partha Chatterjee, Himalaya Publishing House Pvt. Ltd. India
2. Financial Accounting and Analysis, 2011, Revised Edition, P.Premchand Babu and M.Madana Mohan, Himalaya Publishing House Pvt. Ltd. India
3. Financial Accounting for Business Managers, 2009, Asish k. Bhattacharyya, PHI
4. Financial Accounting Management an Analytical Perspective, 2009, Ambrish Gupta, Pearson Education
5. Financial Accounting Reporting and Analysis, 2007, Stice & Stice Thomson
6. Accounting – Text and Cases, 2008, Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, TMH
7. Accounting for Management, 2009, Vijaya Kumar, TMH
8. Financial Accounting, 2007, Dr.S.K. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Ltd.

OUTCOMES:

1. Acquire knowledge about general aspects of business operations.
2. Describe the role of accounting information system and its limitations.
3. Explain the concepts and procedures of financial reporting, including income statement, statement of retained earnings, balance sheet and statement of cash flows.

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Course Objective:

- To develop the students as understanding of the free enterprise system and the legal safeguards of the same.
- To develop the students an appreciation of the significant role played by the judiciary in the protection of individual liberty and private property.

16MBA115 BUSINESS LAW AND REGULATIONS

UNIT-1: 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-2: Sale of Goods Act-1930: General principles - Indemnity and Guarantee - Conditions and Warranties. **Bailment:** Characteristics, Rights and Duties of Bailor and Bailee - Performance of Contract of Sale.

UNIT-3: Negotiable Instrument Act – 1881: Negotiable Instruments - Promissory note, Bills of Exchange and Cheques, **Endorsement:** Types of Endorsement - Discharge of parties.

UNIT-4: 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-5: Central excise act – 1944: Basic Concepts Related to Excisable Goods, Classification of Goods - Basic Concepts of VAT.

References:

1. Mercantile Law, 2009, N. D. Kapoor, Sultan Chand & Sons, New Delhi.
2. Business Law, 2/e, P.C. Tulsian, Tata Mcgraw Hill, New Delhi.
3. Business Law, 2002, N.D.Kapoor, Sulthan Publishers, New Delhi.
5. Mercantile Law, 3/e, S.S.Gulshan, Excel Books, New Delhi.
6. A Manual of Business Laws, 2008, S.N.Maheswari & Maheswari, Himalaya Publishers, New Delhi.

OUTCOMES:

1. Demonstrate the ability to conduct legal research in five substantive law areas in the curriculum and a selected regulation.
2. Demonstrate the ability to analyze and apply applicable law to at least five specific legal issues and to a regulatory issue.

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Course Objective:

Understanding the current and future global business environment, from global and national perspectives. Recognize the new competencies in the 21st century business environment and understand what it will take to master them initiate a frame work for a strategic plan to incorporate key elements of the international business process.

16MBA116 BUSINESS ENVIRONMENT

UNIT-1: 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- 2: 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-3: 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-4: 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- 5: Economic Zones: Foreign Trade Zone – Export Processing Zone – Special Economic Zones (SEZs) – Evaluation of SEZs Policy.

References:

1. Indian Economy, 62/e, 2011, Datt & Sundhram, Sultan Chand & Sons, New Delhi.
2. International Business, Text and Cases, 5/e, 2011, Francis Cherunilam, PHI Learning Private Limited, New Delhi.
3. Business Environment Text and Cases, 20/e, 2011, Francis Cherunilam, Himalaya Publishing House, Mumbai.
4. Essentials of Business Environment, 10/e, 2010, K.Asathappa, Himalaya Publishing House, Mumbai.
5. Indian Economy, 28/e, 2010, Misra and Puri, Himalaya Publishing House, Mumbai.
6. International Business, Text and Cases, 3/e, 2012, P.Subba Rao, Himalaya Publishing House, Mumbai.
7. International Business, 5/e, 2011, Justin Paul, PHI Learning Private Limited, New Delhi.

OUTCOMES:

1. Salient features and regulatory environment of industrial policies.
2. Regulations to control foreign markets and FERA and FEMA.
3. Trade related aspects of TRIPs and TRIMs

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Course Objective:

The objective of this course is to understand the communication concepts and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

16MBA117 BUSINESS COMMUNICATION

Unit-1: Concept of communication: Significance, scope and functions of business communication- process and dimensions of communication- essentials of good communication- channels of communication-formal, informal communication-upward, downward, horizontal communication-grapevine phenomenon.

Unit-2: Types of communication: Verbal-oral communication: advantages and limitations of oral communication, written communication-characteristics, significance, advantages & limitations of written communication, Non-verbal communication: sign language-body language and touch language.

Unit-3: Interpersonal communication: Communication models: Johari window- transactional analysis, communication styles, managing motivation to influence interpersonal communication- role of emotion in inter personal communication.

Unit-4: Barriers to communication: Types of barriers-technological-socio-psychological barriers-overcoming barriers, types of listening- tips for effective listening.

Unit-5: Report writing: Formal reports- the elements of clear writing-writing effective letters-different layouts of business letters- informal reports-writing good news and bad news-meetings and oral presentations, interview techniques- communication etiquettes.

References:

1. Business communications, Shalini Varma, Vikas.
2. Business communication, Meenakshi Raman, Oxford university press.
3. Business communication, Raymond, V.Lesikar, Neeraja pandit et al, TMH.
4. English for business communications, Dr.T.M. Farhatulla, Prism books pvt ltd.
5. Business communications, Hudson, Jaico publications.
6. Business communication for managers, Penrose, Raspberry, Myers, Cengage.
7. The Skills of Communication, Bill Scot, Gower Publishing Company Ltd
- 8.

OUTCOMES:

1. Understanding of basic communication format
2. It will induce them to learn fundamental techniques of communication

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Course Objectives:

- Human Resource Management is concerned with exposing the students in HR functions and policies.
- The course aim is to develop the students capacity to analyse recruitment and selection process clearly.
- It helps the students to understand the importance of training and development in the organization.

16MBA121 HUMAN RESOURCE MANAGEMENT

UNIT- 1: Introduction to HRM: Objectives of HRM - HR Roles - HR Planning - HRM Functions and Policies - Differences between Personnel Management and HRM - Assessment of HR Requirements - Competitive Challenges influencing HRM - Gaining a Competitive Advantage - HR as a Strategic Business Partner.

UNIT- 2: Recruitment and Selection: Job Analysis - Job Design – Recruitment, Process, Methods of Recruiting - Developing and using Application Blanks - Selection Process - Types of Interviews - Background Verification - Medical Evaluation - Job Offer - Induction and Placement.

UNIT- 3: Training and Development: Meaning, Training Process, Training Methods, On the Job Training and Off the Job Training- Evaluation of T&D - Career Planning and Development.

UNIT- 4: Performance management and Compensation: The Appraisal Process, Methods - Potential Problems - Performance Feedback – **Compensation:** Objectives of compensation, Factors Influencing Compensation, Compensation and Motivation, Compensation for special groups - Job evaluation.

UNIT- 5: Integration: Quality of Work Life - Management of Conflict - Sources of Grievances - Grievance Handling Procedure.

References:

1. Human Resource Management, 10/e, 2006, Dessler Gary, Pearson/Prentice Hall of India, New Delhi.
2. Human Resource Management – Text and cases, 6/e, 2006, VSP Rao, Excel Books, New Delhi.
3. Human Resource Management, 5/e, 2007, K.Aswathappa, Tata McGrawHill, NewDelhi.
4. Personnel and Human Resource Management, 2009, Subba Rao, HPIL, New Delhi.
5. Human Resource Management, Text and Cases, A.R.Aryasri, B.Amarnath, V.Murali Krishna, Students Help Line Publishing House, Hyderabad.

OUTCOMES:

1. Understand the role of human resources in the organization.
2. Understanding recruitment process as well as selection process.
3. Know the difference between training and development.
4. Analyze the performance management and appraisal process.
5. Know the objectives of compensation and factors influencing compensation.

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Course Objectives

The course objective is to provide a theoretical frame work for considering corporate finance problems and issues and to apply these concepts in practice.

16MBA122 FINANCIAL MANAGEMENT

UNIT - 1: The Finance Functions: Nature and Scope of Finance - Goals of Finance Function - Maximizing Vs Satisfying - Profit Vs Wealth - Wealth Maximization - Risk-Return Trade off.

UNIT - 2: The Financing Decision and Cost of Capital: Financing Decision: Sources of Finance - Concept and Financial Effects of Leverage - Capital Structure Decision in Practice: EBIT-EPS Analysis. **Cost of Capital:** Concept, Determinants and Measurement of Cost of Capital - Debt vs. Equity - Cost of Equity, Preference Shares, Retained Earnings and Debt - Weighted Average Cost of Capital (WACC).

UNIT - 3: 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 - 4: The Dividend Decision: Meaning and determinants of dividend decision - Forms of Dividend - Basic Dividend Theorems for Valuation: Gordon, Walter and Lintner - Dividend Policies of Indian Companies.

UNIT - 5: 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 Inventory and Receivables Management: Introduction - Techniques of Inventory - Levels of Inventory - Economic Order Quantity - ABC Analysis.

References:

1. Financial Management, 2011, I.M. Pandey, Vikas Publishers.
2. Financial Management, 2011, P.V.Kulakarni and B.G.Satya Prasad, Himalaya Publishing House Pvt. Ltd. India.
3. Financial Management-Management and Policy, 2010, R.M.Srivastava, Himalaya Publishing House Pvt. Ltd., India.
4. Financial Management-Text and Problems, 2007, MY Khan and PK Jain, Tata McGraw-Hill, New Delhi.
5. Fundamentals of Financial Management, 2006, Chandra Bose D, PHI.
6. Corporate Finance: Theory and Practice, 2/e, 2007, Vishwanath.S.R., Sage Publications
7. Case Studies in Finance, 5/e, 2007, Bruner.R.F., Tata McGraw Hill, New Delhi.
8. Financial Management, 2009, Prasanna Chandra, Tata McGraw Hill, New Delhi.
9. Financial Management and Policy, 2009, James C. Van Horne, Prentice Hall of India, New Delhi, India.

OUTCOMES:

1. Critically evaluate the financial controls of an organization.
2. Understand apply and critical evaluate management accounting techniques.
3. Apply theories of accounting into corporate finance.

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Course Objectives:

This course addresses the management challenge of designing and implementing the best combination of marketing actions to carry out a firm's strategy in its target markets. Specifically seeks to develop the students skills in applying the analytic perspectives, decision tools involving segmentation, targeting and positioning, product offering , pricing, distribution channels and marketing communications.

16MBA123 MARKETING MANAGEMENT

UNIT- 1: Introduction: Needs, Wants, Demands, Marketing: Marketing Management- Concepts of Marketing- Marketing Environment.

UNIT- 2: Market Segmentation and Targeting: Identification of Market Segments, Consumer and Corporate Clientele, Segmenting Consumer Marketing, Segmentation Basis - Selecting Target Markets - Segmentation and Targeting as a Basis for Strategy Formulation- Developing and Communicating a Positioning Strategy.

UNIT- 3: Product Management: Constituents of a Product - Core Product, Augmented Product, Differentiated Product, Potential Product - Product Line - Product Mix - Classification of New Products - New Product Development - Product Life Cycle, PLC as a Tool for Marketing Strategy.

UNIT- 4: 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- 5: Marketing Communication: Role of Marketing Communication, Developing Effective Communication – Marketing Communication Mix – Sales Force Management, - Rural Marketing.

References:

1. Marketing Management,12/e, 2007, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Prentice Hall Education Publications, New Delhi.
2. Marketing in the 21st century, 8/e, 2008, Joel R.Evans, Barry Berman, Biztantra publications, New Delhi.
3. Marketing Management, 4/e, 2010, Rajan Saxena, TMH, New Delhi.
4. Marketing Management, 3/e, 2007, V.S. Ramaswamy and S. Namakumari, McMillan India limited, New Delhi.
5. Marketing Management-Text and Cases, 2/e, 2007, Tapan K Panda, Excel Books, New Delhi.
6. Marketing Management,1/e, 2006, C.B.Gupta and N.Rajan Nair, Sultan Chand and Sons, New Delhi.

OUTCOMES:

Understanding the key marketing concepts, theories and techniques for analyzing a variety of marketing situations. Apply the introduced conceptual frame works, theory and techniques to various marketing contexts.

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Course Objectives:

- Describe the nature and scope of POM and how it relates to other parts of the organization.
- Understand the importance of operations functions relative to the goals of a business organization.
- Demonstrate an understanding of the management of finished goods, raw materials, purchased parts and retail items.

16MBA124 PRODUCTION AND OPERATIONS MANAGEMENT

UNIT - 1: 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 - 2: 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 - 3: 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 - 4: Work Study Method Study - Work measurement - Work Design - Work Sampling - Industrial Engineering Techniques. **Productivity:** Basic Concepts - Productivity Cycle - Total Productivity Model.

UNIT - 5: 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.

References:

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

OUTCOMES:

1. Demonstrate an understanding of the functional areas of accounting, marketing, finance, management and economics.
2. Demonstrate an understanding of the ethical obligations and responsibilities of business.
3. Demonstrate the ability to apply knowledge of business concepts and functions in an integrated manner.

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Course Objectives:

Management Information System is the ways by which companies distinguish their product offerings from competition. It is created by the company activities inventory, package, design and security and by arousing customer expectations about the offering. This vibrant sector demands creativity and great communication skills and a career is in the offering for those who gain these skills.

16MBA125 MANAGEMENT INFORMATION SYSTEM

UNIT - 1: Introduction to MIS: Management Information System – Importance and Role of MIS – Conversion of Manual to Computer Based Information System – System Modeling Concepts - Methods of Data Communication – Communication Channels – Data Transmission – Communication Process and Networks – LAN and WAN.

UNIT - 2: MIS Development: SDLC – Transaction Processing System – Structured System Analysis and Design – Waterfall - Prototype and RAD Models – Object Oriented Solution Architecture and Design (OOSAD) Development Life Cycle.

UNIT - 3: Business Information Systems and System Security: MIS Office Automation – Decision Support System – Group Decision Support System – Artificial Intelligence – Expert System – Knowledge Work Systems - System Security – Coding Techniques – Validation – Cost - Benefit Analysis.

UNIT - 4: E – Commerce: Introduction to E-Commerce – Models of E-business (E-commerce Supply chain, B2B, B2C, C2C) – Electronic Payment System – Security in E-business – Enterprise: Content Management System.

UNIT - 5: Applications in Manufacturing Sector: Personnel Management – Financial Management – Production Management – Raw Material Management – Marketing Management.

References:

1. Management Information System Text and Cases A Digital Firm Perspective, 4/e, 2010, Waman S Jawadekar, Tata McGraw Hill Education Private Limited, New Delhi.
2. Management Information System Text and Application, 3/e, 2011, C.S.V.Murthy, Himalaya Publishing House, Mumbai.
3. Management Information System, 1/e, 2005, Ashok Arora and Akshaya Bhatia, Excel Books, New Delhi.
4. Analysis and Design of Information System, 2/e, 2007, V.Rajaraman, Prentic-Hall of India Private Limited, New Delhi.
5. Management Information System, 9/e, 2010, James A. O'brien, George M.Marakes and Ramesh Behi, Tata Mcgrah Hill, New Delhi.

OUTCOMES:

Demonstrate effective analytical and thinking skills to make an appropriate business decisions. Explain the role and significance of effective management information system and describe how they contribute to optimizing organizational performance. Demonstrate the major steps in the design and implementation phases of the system development life cycle.

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Course Objectives :

To formalize the students with the basic concepts and principles of operations management and to improve the analytical thinking and modeling abilities of the students on quantitative management problems.

16MBA126 OPERATIONS RESEARCH

UNIT - 1: Quantitative analysis: Nature and scope – Quantitative analysis as framework for managerial decisions. **Decision making:** Steps in Decision making, Decision making environments - Scope and Applications of Operation Research in Managerial Decisions, Role of computers in OR.

UNIT - 2: Transportation problems: Various method of finding Initial basic feasible solutions and optimality. **Assignment model:** Introduction, Hungarian method for Assignment problem - unbalanced Assignment problems - Traveling salesman problems.

UNIT - 3: Game Theory: Concept of game, Two-person zero-sum game - Pure Strategy, games with saddle point - Mixed Strategy, Rules of dominance, Solution methods of games without Saddle Point- Algebraic, Matrix and Arithmetic methods.

UNIT - 4: Job Sequencing : Introduction - Johnsons Algorithm for n Jobs through 2 machines - processing n Jobs through 3 Machines - processing 2 jobs and m Machines Problems (graphical method). **Linear programming:** Introduction - Formulations of LP problems - Graphical solution of two variable problems - simplex method of solving LP problems.

UNIT - 5: Project Management: Introduction - Rules for drawing the network diagram - Application of CPM and PERT techniques in project planning and control - Crashing and resource leveling of operations.

References:

1. Quantitative Techniques in Management, 4/e, 2010, N.D. Vohra, Tata McGraw-Hill publishing company Ltd., New Delhi.
2. Operations Research- An Introduction, 9/e, 2011, Hamdya.Taha, Prentice Hall of India, New Delhi.
3. Operations Research, 4/e, 2009, M. Selvi Kavitha, Sure Publication Pvt. Ltd, Hyderabad.
4. Operations Research, 5/e, 2008, S.D Sharma-, Kedar Nath ram Nath & Co, New Delhi.
5. Quantitative Techniques for Decision Making, 4/e, 2011, by [R.B. Khanna](#) and [M.P. Gupta](#), Prentice-Hall of India Pvt.Ltd., New Delhi.

OUTCOMES: Understand the techniques of operations research. Be able to understand the characteristics of different types of decision making environments and the appropriate decision making approaches and tools to be used in each type. Recognize the importance and value of operations research and mathematical modeling in solving practical problems in industry.

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Course Objectives:

1. Develop effective communication skills, presentation skills, inter-personal skills, management and leadership skills.
2. Develop broad career plans, evaluate the employment market, identify the organizations to get good placement, match the job requirements and skill sets.
3. Take part effectively in various selection procedures adopted by the recruiters.

16MBA127 SOFT SKILLS LAB

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

References:

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

OUTCOMES:

After completing this course the students would have

1. Understanding of necessary employability skills
2. To support them in building interpersonal skills.

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16MCA127 IT FOR MANAGEMENT PROFESSIONALS

Course Objectives:

4. To apply knowledge and skills of IT to create Word Documents, Excel Spread Sheets, Power Point Presentations, Database using Ms-Access

Syllabus:

1. Implement 6 exercise using following options in MS Word

Introduction to MSWord, Menus, Shortcuts, Document types, Opening Files - New & Existing, Saving Files, Formatting page and Setting Margins, Converting files to different formats- Importing, Exporting, Sending files to others, Editing text documents , Inserting,. Deleting,. Cut, Copy, paste, Undo, Redo, Find, Search, Replace, Using Tool bars - Ruler , Using Icons
Setting Font Styles - Font selection , style, size, color etc., Type face - Bold Italic, underline, Case settings, Highlighting, Special symbols, Setting Paragraph style – Alignments, Indents, . Line space, Margins, Bullets and Numbering, Setting Page Style – Formatting , Border& Shading, Columns, Header & footer, Setting Footnotes, Inserting manual Page break, Column break and line break, Creating sections and frames, Inserting Clip arts, pictures, and other files, Anchoring & Wrapping, Setting Document Styles - Table of Contents , Index, Page Numbering, data &Time, Author etc.

Table settings, Borders, Alignments, Insertion, deletion, Merging ,Splitting, Sorting, Inserting Pictures/Files etc., Drawing Pictures, Formatting &Editing pictures, Grouping and ordering, Rotating. Spell Checks, Mail merge, Security

2. Implement 6 exercise using following options in MS Excel

Spreadsheet & its Applications, Opening spreadsheet, Menus & Toolbars & icons, Shortcuts, Shortcuts

Opening a File, Saving Files, Setting Margins, Converting files to different formats , Importing, Exporting and Sending files to others, Spreadsheet addressing- Rows, Columns & Cells, Referring cells and Selecting cells., Entering and Editing Data - Entering Data, Cut, Copy, paste, Undo, Redo, Find, Search & Replace, Filling continuous rows, columns, Inserting - Data, cells, column, rows & sheets, Manual breaks., Computing data - Setting Formula, Finding total in a column or row, Mathematical operations (Addition, Subtraction, Multiplication, Division, Exponentiation), Using other Formulas

Formatting - Cell, row, column & Sheet ,Alignment, Font, Border & shading , Highlighting values , Hiding/Locking Cells., Worksheet - Sheet Name , Row& Column Headers , Row Height, Column Width , Visibility - Row, Column, Sheet , Security, Formatting worksheet - Sheet Formatting & style - background, color , Borders & shading, Anchoring objects, Formatting layout for Graphics, Clipart etc.,

Sorting ,Filtering ,Validation ,Consolidation ,Subtotal , Selecting charts -Formatting charts, label, scaling etc.,

3. Implement 2 exercise using following options in MS power point

Opening new Presentation , Different presentation templates , Setting backgrounds , Selecting presentation layouts. Setting presentation style , Adding Text to the presentation ,Adding style, Color, gradient fills ,Arranging objects ,Adding Header & Footer ,Slide Background , Slide layout , Inserting pictures, movies, tables, etc into the presentation ,Drawing Pictures using Draw ,Setting Animation & transition effect , Adding audio and video

4. Implement 2 exercise using following options in MS Access

Database concepts ,Tables ,Queries, Creating Tables , Table Design ,Indexing ,Entering data , Importing data

5. Usage of MS Outlook

Course Outcomes:

- Able to Design documents, excel spread sheets, power point presentations , database through access effectively.

Course Objective:

The objective of Business Ethics and Corporate Governance is to enhance shareholders value and protect the interests of other stakeholders by improving the corporate performance and accountability.

16MBA211 BUSINESS ETHICS AND CORPORATE GOVERNANCE

UNIT- 1: Business Ethics: Definition, Nature, Characteristics of Business Ethics, Values and Beliefs, Various theories of Business Ethics- Holistic approaches.

UNIT- 2: Ethics in Finance, Marketing and HRM: Insider Trading - Ethical Investments - Ethics in Market Place - Ethics in Advertising and Promotion - Ethics in Recruitment and Selection Process - Ethics at Work Place.

UNIT- 3: Corporate Governance: Meaning, Role, Importance of Corporate Governance- Roles of Directors- Role of Auditors- Role of Shareholders and Stakeholders. E-Governance in India.

UNIT- 4: Social Responsibility of Business: Environmental Protection - Fair Trade Practices- Corporate Social Responsibility of global companies.

UNIT- 5: Global Issues in Corporate Governance: Corporate Scams - Committees in India – Information Security and Threats-Combating Cyber Crime

References:

1. Business Ethics, 6/e, A.C.Fernando, Pearson Education, New Delhi.
2. Corporate Governance, 2009, Bob Tricker, Oxford Publications.
3. Business Ethics, 2011, C.S.V.Murthy, Himalaya Publishers, Mumbai.
4. Business Ethics, 5/e, Velasquez, M.G, Pearson Education, New Delhi.
5. Business Ethics, 2007, Sandy Mc Millan, Kogan Publishers, New Delhi.
6. Business Ethics: Concepts and Cases, 2009, Joseph.W.Weiss, Cengage Publishers, New Delhi

OUTCOMES:

1. Identified company's stakeholders, their issues and make recommendations on how to manage them.
2. Identify and analyse the strategic opportunities provided by CSR sustainability
3. Formulate CSR related recommendations at the managerial levels, whether they be of an environmental, social or strategic nature

Course Objective:

- The course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision making.
- It allows the students to grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.

16MBA212 RESEARCH METHODOLOGY

Unit- 1: Introduction Business Research: Definition-Types of Business Research, Scientific Investigation: The Language of Research: Technologies used in Business 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- 2: The Research Process: Problem Identification: Broad problem area- preliminary data gathering. Literature survey, the research design: Measurement of Variables and Scaling techniques.

Unit- 3: Sampling techniques and determination of sample size

Unit- 4: Collection and Analysis of Data: Sources of Data, Data collections, Observational surveys, guidelines for construction of questionnaires.

Unit - 5: 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.

References:

1. Research Methods for Business – A Skill Building Approach, Uma Sekaran, John- Wiley & Sons (Asia) Pvt Ltd, Singapore.
2. Business Research Methods, Donald R Cooper and Pamela S Schindler, 9/e, TMH Publishing Co.Ltd.
3. Business Research Method, 8e, Zikmund, Babi-Carr-Adhikari-Griffin- Cengage Learning.
4. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
5. Research Methodology- Methods & Techniques, C.R.Kothari, New Age International Publication.

OUTCOMES:

1. Understanding the concepts of applying research in business practices
2. Application of research importance in business purpose

Course Objective:

1. Encourages students to sit for professional exams in accounting, i.e., Certified Public Accountant and Certified Management Accountant exams.
2. Prepares students to enter into accounting positions in private, public or governmental organizations.

16MBA213A COST AND MANAGEMENT ACCOUNTING

UNIT - 1: 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 - 2: 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 - 3: 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 - 4: 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 - 5: 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.

References:

1. Cost and Management Accounting, 13/e, 2010, Dr.S.N.Maheswari, Sultan Chand & Sons, New Delhi.
2. Cost and Management Accounting, 2006, S.P. Jain and K.L. Narang, Kalyani Publishers, New Delhi
3. Management Accounting: Theory and Problems, 4/e, 2007, M.Y. Khan, P.K. Jain, Tata McGraw-Hill, New Delhi.
4. Managerial Accounting, 2007, James Jiambalvo, John Wiley & Sons, Inc. New Delhi.
5. Management Accounting, 2006, Atkinson, Banker, Kaplan and Young, PHI Learning Private Limited, New Delhi.
6. Cost Accounting Principles and Practices, 2006, Manash Gupta, Pearson Education, New Delhi.
7. Cost Management A Strategic Emphasis, 3/e, 2006, Blocher, Chen, Cookins, Lin, Tata McGraw-Hill, New Delhi.

OUTCOMES:

1. Understanding the structure of cost sheet
2. Analysing the BEP chart

Course Objective:

1. To examine one of the most important and dynamic sectors in contemporary industrial nations.
2. Provides the overview of retailing from a marketing and managerial perspective and examines the development, characteristics, and frontiers of the retail industry from a local and global perspective

16MBA213B RETAILING MANAGEMENT

UNIT - 1: Introduction: Retailing, Definition and Importance to Economy – Functions of Retailing –Types of Retailing –Consumer Buying Behaviour – The Wheel of Retailing.

Retailing Strategy: Strategic Retail Planning Process- Retail Franchising-E-retailing in India.

UNIT - 2: Merchandise Management: Meaning of merchandising – Factors Affecting the Merchandising Function – Process of Merchandise Planning – Method of Procuring Merchandise – Evaluating Merchandise Performance private labels.

UNIT - 3: 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 - 4: 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 - 5: Location Strategy:Types of Retail Locations- Shopping Centers, Central Business Districts and Free Standing Sites –Location and Retail Strategy – Factors Affecting the Demand for a Region or Trade area – Factors Affecting the Attractiveness of a Site – Methods of Evaluating a Trade Area.

References:

1. Retail Management, 3/e, 2010, Suja Nair, Himalaya Publishing House, Mumbai.
2. Retailing Management Text and cases, 3/e, 2009, Swapna Pradhan, Tata McGraw-Hill publishing company Ltd., New Delhi.
3. Retailing Management, 6/e, 2008, Levy, Weitz and Pandit, Tata McGraw-Hill publishing company Ltd., New Delhi.
4. Retail Marketing Management, 6/e, 2005, David Gilbert, Pearson Education, New Delhi.

OUTCOMES:

On completion of the course, students should be able to:

1. Demonstrate basic skills and techniques necessary to manage a retail work force
2. Understand and apply appropriate frameworks to develop high level retail marketing strategy
3. To generate strategic and tactical solutions by applying appropriate retail management models and theories.

Course Objective:

To develop plans for recruitment, training, and compensation based on the goals of the organizational and ensure greater chance of organizational success.

16MBA213C STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT - 1: Strategic HRM: Concept, Scope, Evolution - Linking Business Strategies and HR Strategies - Strategic Role of HRM - Planning and Implementing Strategic HR policies - HR strategies to increase firm performance.

UNIT- 2: Staffing and Strategic HRD: Recruitment and Selection, Approaches to Recruitment - Hiring Consideration for BPO's - Dealing with Employee Shortages. **Strategic HRD:** Strategic Framework of HRD, HRD functions, HRD Practices - Challenges to organizations.

UNIT-3: Career, Employee counseling: Career concepts, Roles - Career Development Models -Competency Mapping Model - Competency Based Compensation. **Employee Counseling:** Need for Counseling, Role of HR in Counseling - Components of Counseling Programs - Counseling Effectiveness.

UNIT-4: Employee Separation: Strategic Downsizing – Layoffs – Turnover - Strategic Retention and Compensation - Rewards and punishment - Global assignments - Development of teams.

UNIT-5: Advanced Studies in SHRM: Global HRM - Global sourcing of labor - Creating Team Based Organization - Flexible Work Arrangement - Global Leadership development Programmes.

References:

1. Strategic Human Resource Management, 2/e, 2008, Charles R Greer, Pearson Education, New Delhi.
2. Strategic Human Resource Management, 1/e, 2008, Tanuja Agarwala, Oxford university press, New Delhi.
3. Compensation Management In a Knowledge-based world 10/e, 2007, Richard I Henderson, Pearson Education, New Delhi.
4. Human Resource Strategy, 1/e, 2005, Dreher, Tata McGraw-Hill, New Delhi.

OUTCOMES:

On completion of the course, students should be able to:

1. To come up with plans and strategies for getting the right kind of people
2. By developing plans for recruitment, training and compensation based on the goals of the
3. organization, ensuring a greater chance of organizational success

Course Objective:

1. To explore visual communication and theoretical issues raised by the relationship between advertising, brands, marketing and issues of sustainability.
2. To integrate strategy, planning and creative practice and develop your industry links, networks and placement opportunities.

16MBA213D ENTERPRISE RESOURCE PLANNING

UNIT - 1: Introduction to ERP: Characteristics of ERP - Need for ERP - Advantages of ERP - Business Process Reengineering - Data Warehousing - Data Mining – SCM - CRM.

UNIT - 2: ERP Business Modules: Finance – Manufacturing - Human Resource Management - Inventory Control Management - Sales and Distribution Management - Quality Management.

UNIT - 3: 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 - 4: 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 - 5: ERP Present and Future: Enterprise Integration Application (EIA)-ERP and E-commerce - ERP and Internet - Future Directions in ERP.

References:

1. Enterprise Resource Planning Demystified, 1/e, 2008, Alexis Leon, Tata McGraw-Hill Publishing India Ltd., New Delhi.
2. Managerial Issues on ERP Systems,1/e, 2009, David L. Olson, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
3. Enterprise Resource Planning, Concepts and Practice, 2/e, 2007, Vinod Kumar Garg and N.K. Venkitakrishnan, Hall of India Pvt. Ltd., New Delhi.

OUTCOMES:

It results to creative and a good communicator with lots of good ideas. Advertising and Brand Management course will give you a broad set of skills to develop a career in this fast paced creative industry.

Course Objective:

1. To provide an introduction to the institutions, markets and securities that form the basis of modern financial market
2. To gain the insight of the operation of various financial institutions funding structures and accounting process of them.

16MBA214A FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

UNIT - 1: Structure of Financial System: Financial System and Economic Development - Financial Sector Reforms.

UNIT - 2: Indian Banking Sector: Functions and Role of RBI - Monetary Policy - Techniques of Monetary control of RBI - Public, Private and Foreign Banks - Commercial and Co-operative Banks - Bank Capital - Banking Innovations.

UNIT - 3: Non-banking Financial Institutions: Mutual Funds - Growth of Indian Mutual Funds and its Regulations - Role of AMFI - Insurance Companies - Role of IRDA.

UNIT - 4: Financial and Securities Markets: Structure, Functions of Call Money Market Government Securities Market: T-bills Market, Commercial Bills Market, Commercial Paper and Certificate of Deposits.

Securities Markets: Organization, Structure, Listing, Trading and Settlement - SEBI Regulation on Primary and Secondary Markets.

UNIT - 5: Financial Services: Asset/Fund Based: Lease Finance - Consumer Credit - Hire Purchase Finance - Factoring - Venture Capital Financing. **Fee-Based/Advisory Services:** Stock Broking, Credit Rating, Investment Banking, Underwriting.

References:

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

OUTCOMES:

On completion of the course, students should be able to:

1. The very basics of fund management at commercial banks and help them understand the capital and liquidity adequacy of commercial banks
2. To understand the functioning of the financial system and hence create the necessary economic foundation of the student.

Course Objective:

1. To understand the needs and behaviours of consumers is an intrinsic component of the development and implementation of successful marketing actions.
2. Specific topics to address the consumer decision process; situational and perceptual influences in consumer evaluation of marketing messages, products and services; motivation, learning and memory, personality, attitude and attitude change in marketing contexts; the influence of consumer demographics; and contextual influences on consumer behaviour, including that of the online consumer.

16MBA214B CONSUMER BEHAVIOUR

UNIT- 1: Concept of Consumer Behavior :Introduction - Scope and Importance- Consumer Decision Making Process – Pre- Purchase Process, Purchase, Post Purchase Process – Brand Loyalty – Repeat Purchase Behavior.

UNIT- 2: Models of Consumer Behavior: Nicosia Model, Howard Seth Model, Engel Kollat Blackwell Miniard Model, Webster and Wind Model.

UNIT- 3: 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- 4: Influences of Consumer Behavior :External Factors – Social and Cultural Environment – Economic, Demographic, Cross Cultural Environment- Reference Groups and Family Influences, Personal Influences.

UNIT- 5: Consumerism: Consumer Safety, Consumer Information, Environmental Concern, Consumer Privacy, Marketer Responses to Consumer Issues, Consumer Protection Act 1986.

References:

1. Consumer Behavior, 4/E, 2007, David L Loudon and Albert J Della Bitta, Pearson, New Delhi.
2. Consumer Behavior, 6/E, 2007, Henry Assal, Thomson, New Delhi.
3. Consumer Behavior, 5/E, 2006, SolomonMichael R, Pearson Education, New Delhi.
4. Consumer Behavior, 9/E, 2007, Hawkins, Best, Coney, TMH, New Delhi.
5. Consumer protection in India, 1/E, 2007, Niraj Kumar, Himalaya Publishing House, New Delhi.

OUTCOMES:

On completion of the course, students should be able to:

1. Understand the the process of human decision making in a marketing context; the individual customers make up;the environment in which the customer is embedded;
2. . Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities

Course Objective:

1. To provide the conceptual knowledge and adaptive vocational and generic skills, reflect essential knowledge, skills or attitudes, focus on results of the learning experiences.
2. To demonstrate positive approaches and methods to learning through training and development.

16MBA214C TRAINING AND DEVELOPMENT

UNIT - 1: Training and Development: Introduction, Significance - Training Process - Models of Training - Systematic Model, Transition Model, Systems Approach to Training

UNIT - 2: Career Management: Concept and Significance - Models of Career Development (Career Stages) - Roles of Employees, Managers, Human Resource Managers and Company in Career Management

UNIT - 3: 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 - 4: 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 - 5: 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.

References:

1. Employee Training & Development, 6/e, 2013, Raymond A Noe, Tata McGraw-Hill, New Delhi.
2. Effective Training, 5/e, 2012, James Thacker, Nick P. Blanchard, V Anand Ram, Prentice Hall India, New Delhi.
3. Training and Development, 3/e, 2011, Rolf P Lynton and Udai Pareek, SAGE Publications, New Delhi.
4. Training in Organizations, 4/e, 2009, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth.

OUTCOMES:

Upon successful completion of the requirements for this course, students will be able to:

1. The ability to use learning materials in an new way, apply, calculate, choose, classify, demonstrate and develop a appropriate training program

Course Objective:

During the course the student is introduced to the CRM and its different parts, ways and challenges that are vital in a successful planning and management of different customer relationships. During the course the student is expected to make a CRM analysis of a case company.

16MBA214D CUSTOMER RELATIONSHIP MANAGEMENT

UNIT - 1: Conceptual Foundation of CRM: Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship Selling Concept.

UNIT - 2: CRM in Consumer Markets: Customer Service and Contact Centers for CRM – Customer Satisfaction and Loyalty.

UNIT - 3: Customer Acquisition: Retention and Development - Complaint Management – Sales Force Automation.

UNIT - 4: 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 - 5: Technological and Operational Issues in Implementing CRM: Benefits and Barriers to CRM – Planning CRM Program – Designing an Effective Relationship Management System.

References:

1. Customer Relationship Management Essentials, 1/e, 2003, John W. Gosney and Thamos P. Boehm, PHI Private Limited, New Delhi.
2. Customer Relationship Management, 1/e, 2008, Jagadish Seth, Tata McGraw-Hill, New Delhi.
3. Customer Relationship Management, 1/e, 2008, Chaturvedi Mukesh, Excel Books, New Delhi.
4. Customer Relationship Management, 1/e, 2008, Peelan, Pearson Education, New Delhi.
5. Customer Relationship Management, 1/e, 2009, Roger J. Baran, Cengage, New Delhi.
6. Customer Relationship Management, 1/e, 2008, Das Subhaish, Excel Books, New Delhi.

OUTCOMES:

After this course the student should

1. understand the meaning of CRM in a successful business
2. analyze different customer relationships and the CRM of a company
3. plan, manage and develop the CRM system in a company.

Course Objective:

1. To understand some of the major philosophical and practical issues in the investment profession.
2. Provides the board overview of investment management focusing on the application of finance theory

16MBA215A SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT - 1: Investment: The Investment Environment, Classification and Functions of Financial Markets and Financial Instruments - Capital Markets- Trading in Stock Exchanges: BSE, NSE, OTCEI - New Issue Market.

UNIT - 2: 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 - 3: 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 - 4: Valuation of Securities: Approaches of Valuation – Bond Valuation – Preference Share Valuation – Common Stock Valuation.

UNIT - 5: Portfolio Management: Process of Portfolio Management - Diversification – Modern Portfolio – Portfolio Models: Markowitz Model, Sharpe Single Index Model, Capital Asset Pricing Model.

References:

1. Investment Analysis& Portfolio Management, 3/e, 2008 , Prasanna Chandra, Tata McGraw Hill, New Delhi
2. Security Analysis and Portfolio Management, 1/e, 2008, Sudhindra Bhat, Excel Books , New Delhi
3. Security Analysis & Portfolio Management, 10/e, 2011, Awadhani, Himalaya Publishers, Mumbai
4. Security Analysis and Portfolio Management, 4/e,2008, Donald E fisher, Ronald J Jordan, Pearson Prentice Hall, New Delhi.
5. Portfolio Management, 2/e, 2007, S Kevin, Prentice Hall, New Delhi.

OUTCOMES:

Upon successful completion of the requirements for this course, students will be able to:

1. Understand the major philosophical and practical issues in the investment profession
2. Resulting to investment in financial assets with specific attention.

Course Objective:

1. To provide an overview of the sales and distribution function
2. To encourage critical thinking about distribution channels and sales force.

16MBA215B SALES AND DISTRIBUTION MANAGEMENT

UNIT - 1: Introduction: Evolution of Sales Management – Basics of Sales Management - Functions of Sales Manager- Objectives of Sales Management- Emerging Trends in Sales Management.

UNIT - 2: Sales Strategy: Strategic Sales Planning - Personal Selling Strategies- Goal Setting Process in Sales Management - Analyzing Market Demand and Sales Potential -Techniques of Sales Forecasting - Preparation of Sales Budget - Formulating Sales Strategies - Designing Sales Territories and Sales Quotas.

UNIT - 3: Sales Force Management: Organizing the Sales Force - Designing the Structure and Size of Sales Force - Recruitment and Selection of Sales Force –Trainingthe Sales Force – Leadingand Motivating the Sales Force - Compensating the Sales Force.

UNIT - 4: Introduction to Distribution Management: Concept of Distribution Channel- Functions of Marketing Channels -Importance ofChannel- Levels of Channels- Intensive, Selective & Exclusive Distribution Strategies- Decisions in Channel Management - Distributors Selection and Appointment- Channel Conflicts and their Resolutions- Training the Distributors Sales Team.

UNIT - 5: Supply Chain Management: Concept - Significance - Components – OrderProcessing - Material Handling - Transportation - Warehousing – Inventory Management - Reverse Logistics Managing Global Channels of Distribution -Modes of Entry Decision- and Implications of Entry Modes.

References:

1. Sales and Distribution Management, 2007, Krishna Havaladar, Vasant Cavale, Tata McGraw Hill, New Delhi.
2. Selling and Sales Management,7/e, 2009, Jobber, Pearson Education, NewDelhi.
3. Management of Sales Force, 11/e, 2005, Spiro, Stanton, Rich, Tata McGraw Hill, New Delhi.
4. Sales Management- Shaping Future Sales Leaders, 2nd impression, 2012, Tanner, Honeycutt, Erffmayer, Pearson Education, New Delhi.
5. Sales Management – Decisions, Strategy and Cases, 5/e, 2001, Still, Cundiff, Govoni, Prentice Hall India, New Delhi.

OUTCOMES:

Upon successful completion of the requirements for this course, students will be able to:

1. Understand the importance of sales marketing in carrying out successful accommodation business operation
2. Knows how to manage accommodating business distribution channels and branding.

Course Objective:

1. To access the goals and objectives of employee performance management process
2. To focus on setting clear performance objectives and expectation through the use of results, action and behaviours.

16MBA215C PERFORMANCE MANAGEMENT

UNIT- 1: Performance Management: Concept, Objectives, Scope, Emerging Significance of performance management system.

UNIT - 2: Planning and Development of Employee Performance: Goal setting - Components of Performance Development Plan - Steps in preparing plan, **Mentoring:** Benefits, Characteristics, Process of Mentoring, Types of Group Mentoring and Pitfalls of Mentoring.

UNIT - 3: Monitoring performance and Counseling: Performance Reviews: Objectives, Frequency of Reviews, Conducting Review Meetings - Guidelines for Conducting Meetings, **Counseling:** Functions, Steps in Counseling Process, Pre-requisites for Effective Counseling.

UNIT - 4: Performance Measurement and Compensation Management: Annual Stock Taking - Modern Methods of Performance Appraisal - 360 degree Appraisal – BARS - Self Appraisal - Assessment Centre - Balance Score Card. **Compensation Management:** Basis for Compensation - Factors influencing compensation Packages - Internal and external Factors - Types of Fringe Benefits.

UNIT - 5: Enhancing Employee Performance: Competency Mapping - Identification of Skill Gap, **Learning Organization:** Importance – Characteristics – Approaches - Learning Sources, Managing Under Performance.

References:

1. Performance Management, 2006, Prem Chadha, Macmillan India, New Delhi.
2. Performance Management, 2/e, 2009, Herman Aguin, Pearson Education, New Delhi.
3. Performance Management, 3/e, 2007, Michael Armstrong, Kogan Page India Pvt. Ltd., New Delhi.
4. Performance Management, 2008, Robert L. Cardy, Prentice-Hall of India Private Limited, New Delhi.
5. Performance Management System, 1/e, 2007, R.K Sanu, Excel Books, New Delhi.
6. Counseling and Guidance, 2/e, T.V.Rao, Tata McGraw-Hill, New Delhi.
7. Performance Management, 2002, Michael Armsprong & Angela Baron, The New Realities, Jaico Publishing House, New Delhi.
8. Appraising and Developing Managerial Performance, 2006, T.V Rao, Learning Systems Pvt. Limited, Excel Books, New Delhi.
9. Performance Management ,2011, Srinivasa R.Kandula, PHI Learning Private Limited, New Delhi.

OUTCOMES:

Upon successful completion of the requirements for this course, students will be able to:

1. To drive behaviors from the employees to get specific outcomes.
2. To identify organizational goals, results needed to achieve the goals, measures of effectiveness or efficiency toward the goals, and means to achieve the goals.

Course Objective:

16MBA215D DECISION SUPPORT SYSTEM

UNIT - 1: Decision Support Systems: Definition – Characteristics – Performance objectives – DSS Versus MIS - Technology Levels - Components of DSS.

UNIT - 2: Systems Analysis for DSS: Decision Support Requirements – ROMC Approach – Flexibility in DSS – Iterative Design.

UNIT - 3: Development Approaches for DSS: Quick-hit - Staged Development - Complete DSS- Integration of DSS in to the Organization.

UNIT - 4: Dialog Management: Database Management - Model Base Management.

UNIT - 5: Application of DSS: DSS Implementation in Industries and Applications

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.

OUTCOMES:

Upon successful completion of the requirements for this course, students will be able to:

1. Increase the effectiveness of the managers decision making process.
2. Improve the effectiveness of decision making

Course Objective:

1. To ensure that all the risks affecting the profitability
2. To improve business operations by adopting risk management strategies

16MBA216A RISK MANAGEMENT AND INSURANCE

UNIT - 1: Introduction to Risk and Insurance: Types of Risks Facing Business and Individuals - Risk Management Process - Risk Management Methods - Risk Identification and Measurement - Risk Management Techniques - Non- Insurance Methods- Insurance: Techniques, Principles - Requisites of Insurable Risks.

UNIT - 2: Requirements of an Insurance Contract: Distinguish Characteristics of Insurance Contracts - Role of Agents and Brokers - Indian Insurance Industry: Life Insurance, General Insurance – Growth and Development - Role of Insurance in the Economy - Regulation of Indian Insurance Business.

UNIT - 3: Risk Aversion and Risk Management: Risk Aversion and Risk Management by Individuals & Corporations - Loss Control - Types of Loss Control - Optional Loss Control when Costs and Benefits are Known.

UNIT - 4: Risk Management and Shareholders Wealth: Risk Retention / Reduction Decision - Alternative Risk Management - Hedging with Derivative Contracts.

UNIT - 5: Analysis of Insurance Coverage: Legal Aspects of Insurance Contracts – Insurance Contract Analysis – Property and Liability Coverage. **Benefit Programs:** Health Care Financing and Health Insurance – Employee Benefit Plans- Designing Issues in Employee Benefit Plan.

References:

1. Principles of Risk Management & Insurance, 9/e , 2009, George E.Rejda, Pearson Education, New Delhi.
2. Risk Management& Insurance, 2/e, 2009, Scott E Harrington, Gregory R Nichaus, Tata McGrawhill, New Delhi.
3. Insurance & Risk Management, 2/e, 2010, P K Gupta, Himalaya Publishing House, Mumbai
4. Risk Management & Insurance, 12/e, 2010, Trieschmann, Cengage Publisher, New Delhi.
5. Introduction to Risk Management & Insurance, 9/e, 2009, Mark S Dorfman, Pearson Education, New Delhi.

OUTCOMES:

Upon successful completion of the requirements for this course, students will be able to:

1. Provides knowledge of insurance and how it can be used to manage risk plans.
2. To develop evidence students technical, creative and conceptual skills and device of innovative responses to industry based challenges

Course Objective:

1. To explore visual communication and theoretical issues raised by the relationship between advertising, brands, marketing and issues of sustainability.
2. To integrate strategy, planning and creative practice and develop your industry links, networks and placement opportunities

16MBA216B ADVERTISING AND BRAND MANAGEMENT

UNIT - 1: 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 a Developing Economy- Advertising Department- Role of Advertisement Agencies, Client Agency Relationship.

UNIT - 2: Ad Media: Characteristics, Media Research-Media Planning and Selection, Media Scheduling - Creative Strategy and Copy Writing - Different Types of Appeals - Visual Layout.

UNIT - 3: Advertisement Budgets: Types - Determining Optimal Expenditure - Decision Models-Sales Response and Decay, Communication Stage, Competitive Share, Adaptive and Control. **Advertisement Effectiveness:** Pre Testing, Post Testing, Experimental Designs.

UNIT - 4: Brand Management: Brand Hierarchy - Brand Personality- Brand Image- Brand Identity- Brand Equity - Brand Building and Positioning-Measuring Brand Performance- Brand Creation- Brand Extension- Brand Portfolio.

UNIT - 5: Branding in different sectors: Industrial Sector - Retail Sector - Service Sector.

References:

1. Foundations of Advertising theory & practice, 6/e, 2007, S.A. Chunwalla, K.C. Sethia, Himalaya Publishing House, Mumbai.
2. Advertising management, 5/e, 2007, Rajeev Batra, John G. Myers, David.A.Aaker, Prentice Hall of India, New Delhi.
3. Advertising management, 1/e, 2007, B.S.Rathor, Himalaya Publishing House, Mumbai.
4. Advertising and Promotion, 7/e, 2010, Belch, Michael A Belch, Purani, Tata McGraw-Hill, New Delhi.
5. Brand Management: Text and Cases, 2/e, 2009, Harsh Verma, Excel Books, New Delhi.
6. Marketing and Branding, 2/e, 2009, S.Ramesh Kumar, Pearson Education, New Delhi.
7. Product and Brand management, 1/e, 2010, U C Mathur, Excel Books, New Delhi.

OUTCOMES:

Upon successful completion of the requirements for this course, students will be able to:

1. Become a good creator and a good communicator with lots of good ideas.
2. Will give broad set of skills to develop a career in this fast paced creative industry.

Course Objective:

1. To understand the need for promoting industrial relations
2. To acquaint the industrial relations in association with labor. Management, labor unions and the state.

16MBA216C MANAGEMENT OF INDUSTRIAL RELATIONS

UNIT - 1: Industrial Relations and Trade Unions: Concept, Importance, Approaches - Role of Government in Industrial Relations. **Trade Unions:** Introduction, Definition and Objectives - Growth of Trade Unions in India- Trade Union Act1926.

UNIT - 2: Collective Bargaining: Meaning, Nature, Legal Framework of Collective Bargaining - Productivity Bargaining - Public Sector Bargaining and Negotiating Techniques.**Industrial Disputes:** Meaning, Causes, Impact, Prevention and settlement - Government Machinery.

UNIT - 3: Employee Grievance: Causes for Employee Grievance, Types - Grievance Handling Procedure – Conciliation – Arbitration - Adjudication Procedure for Settlement of Grievances.

UNIT - 4: Labour Legislation: The Factories Act 1948 - The Workmen's compensation Act 1923 - The Employee SI Act 1948 - The Maternity Benefit Act 1961 - The Payment of Wages Act 1936 -The Payment of Bonus Act 1965 - The Minimum Wages Act 1948 - The Industrial Disputes Act 1948.

UNIT - 5: Contemporary Issues in Industrial Relations: Labour Policy and Labour Reforms - Employment Security and Management of Redundancies - Employee Participation - Employee Stock Ownership Program (ESOP) - Code of Discipline.

References:

1. Industrial Relations, 1/e, 2007, Arun Monappa, Tata McGraw Hill, New Delhi.
2. Industrial Relations, Conceptual and Legal Framework, 9/e, 2007, A.M.Sarma, Himalaya Publishing House, Mumbai.
3. Dynamics of Industrial Relations, 15/e, 2007, Mamoria, Mamoria and Gankar, Himalaya Publishing House, Mumbai.
4. Industrial Relations, Trade Unions and Labour Legislation, 1/e, 2004, P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekhar, Pearson Education Private Limited, New Delhi.
5. Personnel Management and Industrial Relations, 19/e, 2007, P.C.Tripathi, Sultan Chand & Sons, New Delhi.

OUTCOMES:

On completion of the course, students should be able to:

1. To initiate in to industrial relations management
2. Understand the process and outcomes involving employment relation ships, terms including labor relations

Course Objective:

1. To introduce the basic concepts of e-commerce and e-banking, including presentation and discussion of the strategies and technologies involved.
2. To discuss the basic concepts of e-commerce, and explain theoretical and practical issues of conducting business over the internet and the Web, and presents methods for evaluating user needs.

16MBA216D E-COMMERCE AND E-BANKING

UNIT- 1: Introduction: Need and Factors Affecting Electronic Commerce - Features of Electronic Commerce - Electronic Commerce Framework - Internet as an Electronic Commerce Enabler - Electronic Commerce Business Models (Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team).

UNIT- 2: Business Models: Business to Consumer (B2C) Business Models - Types of B2C - Business to Business (B2B) Business Models - Types of B2B - Consumer to Consumer (C2C) Business Models - Types of C2C - Peer to Peer Business Models - M-commerce Business Models.

UNIT- 3: Online Retailing: Online Retail Industry Dynamics - Online Mercantile Model for Customer Perspective - Management Challenges in Online Retailing - Online Market Research - Online Marketing Communications - Online Advertising - Online Branding - Online Customer Relationship - Online Pricing Strategies

UNIT- 4: Payment Systems: Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance) - Working of Online Credit Card - Transaction Security

UNIT- 5: Online Banking: Online Banking Implementation - Changing Dynamics in Banking Industry - Management Issues in Online Banking - Introduction to Mobile Commerce Challenges Emerging in Mobile Commerce - Application Areas of Mobile Commerce.

References:

1. Electronic Commerce Business, Technology, Society, 4/e, 2008, Kenneth C. Laudon & Traver, Pearson Education, New Delhi.
2. Frontiers of Electronic Commerce, 1/e, 2012, Ravi Kalakota, Pearson Education India, New Delhi.
3. Electronic Commerce A Managerial Perspective, 1/e, 2001, Efraim Turban, Jae Lee, David King and H. Michael, Pearson Education, New Delhi.

OUTCOMES:

On completion of the course, students should be able to:

1. Discuss modern computing infrastructures from the perspective of the internet and organisations
2. Discuss and explain theoretical and practical issues of conducting e-commerce and e-banking over the internet and the Web
3. Reflect on general principles revealed through practical exploration of specific tools, techniques and methods in e-commerce and e-banking.

OBJECTIVES:

1. To expose students to market research
2. Enables the students to identify the threats and opportunities facing in the competitive market

16MBA217 COMPANY ANALYSIS AND REPORT PRESENTATION

Student can choose a specific company analysis and write their observations as to the trend, future prospectus problems etc., based on primary or secondary source of data such as interviews, survey and annual reports of successive years (Minimum four) companies can be studied by the students. Alternatively Data Bases such as, Economic Times, and Financial Express can be used.

The Evaluation of the Company Analysis, Report Submission followed by Viva Voce, together are valued by Review Committee.

OUTCOMES:

On completion of the course, students should be able to:

1. Market assessment to provide business with an idea of the complexity
2. Assesses the key performance outcomes of the industry

Course Objective:

1. To learn and practice reasoning and aptitude and improve your skills in order to face the interview, competitive examination and various entrance tests with full confidence
2. To easily solve all kind of verbal reasoning by practicing and also get shortcut methods to solve reasoning problems.

16HAS105 REASONING AND APTITUDE

UNIT- 1: Numbers and Fractions - H.C.F and L.C.M - Simplification and Roots - Averages - Percentages - Ratio and Proportions - Profit and Loss - Partnership and Share - Simple Interest and Compound Interest

UNIT- 2: Series - Coding and Decoding - Blood relation - Venn Diagrams - Puzzle test - Problems on ages - Time and Distance - Time and Work - Pipes and Cisterns - Problems on Trains, boats and streams

UNIT- 3: Allegation and Mixture - Permutation and Combination - Probability - Directions - Completion of Incomplete Pattern – Analogy - Classification - Assertion and Reason

UNIT- 4: Area – Volume - Surface areas - Height and Distance

UNIT- 5: Calendar and Clocks - Data Interpretation - Tabulation and Bar graphs - Pie charts and Line graphs - Data Sufficiency

Reference books:

1. Quantitative Aptitude for Competitive Examinations, 14/e, 2010, Abhijit Guha, Tata McGraw- Hill Publishers, New Delhi
2. Course in Mental Ability & Quantitative Aptitude, 3/e, 2012, Edgar Thorpe, Tata McGraw- Hill Publishers, New Delhi
3. Fast Track Objective Arithmetic, 2012, Rajesh Verma, Arihant Publications, Meerut
4. Reasoning and Aptitude, 2013, Nem Singh, Made Easy Publications, New Delhi
5. Quantitative Aptitude and Reasoning, 2/e, 2013, R.V. Praveen, PHI Learning Press, New Delhi

OUTCOMES:

On completion of the course, students should be able to:

1. Develop quantitative reasoning skills
2. The ability to make and evaluate the important assumptions in estimation.

Course objectives

The objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business

16MBA221 STRATEGIC MANAGEMENT

UNIT - 1: Introduction: Concepts in Strategic Management - Strategic Management Process - Developing a Strategic Vision, Objectives, Policies - Environmental Scanning - Industry and Competitive analysis - Core competencies - Competitive Advantage.

UNIT - 2: 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 - 3: Strategy Formulation and Implementation: Strategy Formulation at Corporate, Business and Functional Levels – Offensive Strategy - Defensive Strategy - Strategy Implementation - Strategy and Structure - Strategy and Leadership - Strategies for Competing in Globalizing Markets and Internet Economy - Resource Allocation as a Vital Part of Strategy.

UNIT – 4: Growth and Diversification Strategy: Turnaround Strategy – Horizontal Integration - Vertical Integration – Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Meaning and Reasons of Diversification - Types of Diversification Strategies.

UNIT - 5: Strategy Evaluation and Control: Establishing Strategic Controls - Role of the Strategist – Benchmarking to Evaluate Performance - 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.

REFERENCES:

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

OUTCOMES

It develops analytical knowledge for strategy implementation in real time business scenario

Course objectives

The objective of the course is to make students understand the nature of entrepreneurship, and its importance to business.

16MBA222 ENTREPRENEURSHIP DEVELOPMENT

UNIT - 1: Nature of Entrepreneurship: Meaning and Concepts, 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- Intrapreneurship - Role of Government in the promotion of Entrepreneur.

UNIT - 2: Promotion & Financial aspects of the entrepreneurship: Idea generation - Intellectual property rights - sources of capital - venture capital, debt capital - Government grants & subsidies.

UNIT - 3: Project Planning and Feasibility Studies: The concept of Project - Project life cycle - Project Planning - Feasibility- Project proposal & Report preparation.

UNIT - 4: Entrepreneurial Strategy: Generation of new entry opportunity - Decisions under uncertainty - Entry strategy, New Entry Exploitation, Environmental Instability and First-Mover-Advantages & Disadvantages - Risk reduction strategies.

UNIT - 5: 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.

References

1. Entrepreneurial Development, 4/e, 2012, S.S. Khanka, S.Chand and Company Limited, New Delhi.
2. Fundamentals of Entrepreneurship, 2/e, 2011, H.Nandan, PHI publications, New Delhi.
3. Entrepreneurship, 2/e, 2011, Rajeev Roy, Oxford University Press, New Delhi.
4. Entrepreneurship, 6/e, 2010, Robert D Hirsch, Michael P Peters, Dean A Shepherd, TMH, New Delhi.
5. The Dynamics of Entrepreneurial Development and Management, 6/e, 2010, Vasanth Desai, Himalaya Publishing House, Mumbai.
6. Entrepreneurship Management- text and cases, 1/e, 2010, Bholanath Dutta, Excel Books, New Delhi.

OUTCOMES

1. To develop entrepreneurial skills of the students.
2. To make students to understand about the Indian economy and various benefits provided by the Government to encourage the budding entrepreneurs

Course objectives

The objective of this course is to make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

16MBA223A FINANCIAL DERIVATIVES

UNIT- 1: Introduction to Financial and Derivative Markets: Definition and Features of Derivatives - Development and Growth of Derivative Markets - Types of Derivatives - Uses & Misuses of Derivatives - Structure and Functions/Role of Derivative Market - Participants in Derivative Market. **Spot Market:** Meaning, Need, Characteristics, Types.

UNIT- 2: Future and Forward Market: Meaning, Features - Types of Forward and Future Contract – Mechanism of Forward Trading – Operators of Future Market – Functions of Future Contract – Futures Market Vs. Forward Market - Structure of Forward and Future Markets - Mechanics of Future Markets - Hedging Strategies using Futures.

UNIT- 3: Determination of Forward and Future Prices: Interest Rate Futures - Currency Futures and Forwards.

UNIT- 4: Options and Basic Option Strategies: Distinguish between Options and Futures - Structure of Options Market - Principles of Option Pricing. **Option Pricing Models:** The Binomial Model, The Black-Scholes Merton Model - Advanced Option Strategies - Trading with Options - Hedging with Options - Currency Options.

UNIT- 5: Swaps: Concept, Nature, Evolution, Features - Interest Rate Swaps - Currency Swaps - Commodity Swaps - Equity Index Swaps - Credit Risk in Swaps - Using Swaps to Manage Risk - Pricing and Valuing Swaps.

Reference:

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

OUTCOMES

1. Determination of future options.

Course objectives

The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product.

16MBA223B SERVICES MARKETING

UNIT- 1: 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- 2: Marketing Plans for Services: The Marketing Planning Process, Strategic Context, Situation Review Marketing Strategy Formulation, Resource Allocations and Monetary Marketing Planning and Services.

UNIT- 3: Segmentation and Positioning: Positioning a Service, Value Addition Planning and Branding, New Service Development

UNIT- 4: Pricing strategies and Promotion: Introduction, Service Pricing, Buyers Perception of Value, Price Discrimination, Price Segmentation, Cost Considerations, Customer Considerations, Competition Considerations, Emerging price strategies-Service Promotion: Role of Marketing Communication, Marketing communication mix.

UNIT- 5: Services in Different Sectors: Hospitality and Tourism Services- Financial Services, Information Technology Services -Health Care Services Marketing.

References:

1. Services Marketing People, Technology, Strategy, 6/e, 2009, Christopher Lovelock, Wirtz, Chatterje, Pearson, New Delhi
2. Service Marketing – Concepts planning and implementation,1/e, 2009 Bhattacharjee, excel, New Delhi
3. Services Marketing, 2/e, 2009, Srinivasan, Prentice Hall India, New Delhi
4. Services – Marketing, Operations and Management, 1/e , 2009,Jauhari, Dutta, Oxford, New Delhi
5. Delhi
6. Services Marketing – Text and Cases, 3/e 2010 Rajendra Nargundkar, Tata Mc Graw Hill New Delhi
7. Marketing of Services,4/e 2012 Hoffman, Cengage, New Delhi

OUTCOMES

1. Understanding the concepts of service marketing in different sectors.

Course objectives

To make employees to understand change and adopt for change in the organisation

16MBA223C ORGANIZATIONAL CHANGE AND DEVELOPMENT

UNIT - 1: Organizational change: Meaning and Nature of Organizational Change - Theories of Planned Change - Necessity for Change - Factors Affecting Change - Situational Analysis and Patterns of Change - Different Perspectives Related to Change - Change as a Strategic Management Tool - Impact of Change - Cultural and Climatic Factors Affected by Change.

UNIT - 2: Organizational Transformation: Change Cycles - Resistance to Change - Causes and Counteractive Measures - Reward System as an Effective Tool to Effect and Sustain Changes - Impact of Disciplinary Measures on Behavior Modification,

UNIT - 3: Organizational development: Introduction: Nature of OD - Focused Activities – Individuals – Roles – Dyads - Groups, Inter-Groups - Targets of Planned Change and Organization Development.

UNIT - 4: Diagnostic process and O.D Interventions: Introduction: Process and Approach - Areas of Diagnosis- O.D.Interventions, Team Interventions, Intergroup Intervention – Third Party Peacemaking Intervention - Organizational Confrontation Meeting - Role Focused Interventions - Restructuring Organization – Reengineering - Employee Involvement - Work Design - Comprehensive Interventions and Training Experience - Strategic Interventions – Organization and Environment Relationships.

UNIT - 5: Contemporary Issues in OD: Organizational Change and Development in Global Context - OD Practitioners – Role – Competencies Requirement - Professional Ethics - Value and Experiences - Future Trends in OD.

References:

1. Organisation Development and Change: 8/e, 2004, Cummings, Thomas G. and Christopher G.Worley, Thomson Learning, Faridabad.
2. Organisation Development, 1/e, 2008, French, Wendell L. and Lecil H. Bell, PHI Publishers, New Delhi.
3. Organization Development and Transformation, 6/e, 2007, French Bell and Zawacki, Tata McGraw-Hill, New Delhi.
4. Organization Change & Development, 1/e, 2008, Kavita Singh, Excel Books, New Delhi.
5. Organization Development: Interventions and Strategies, 1998, T.V.Rao, S Ramnaryan and Kuldeep Singh, 1998, Response Books, New Delhi.

OUTCOMES

1. Understanding the methods to implement change and application of various interventions to bring change and development in the organization

Course objectives

To educate application oriented concepts in business networks

16MBA223D DATA COMMUNICATION AND NETWORK ANALYSIS UNIT

Unit - 1: Fundamentals of Communication System: Communication Links - Communication System Formats - Character Codes - Digital Data Rates - Asynchronous and Synchronous Data.

UNIT - 2: LAN Topologies: Workstation – Server – Cables - Types of Ethernet - Broadband and base- band - Optical Fibers - Network Interface Card. **Networks and Accessories :** LAN – MAN – WAN - Hub; Bridges – Switches – Routers – Gateways- Cell Relay - Frame Relay – ISDN - B-ISDN.

UNIT - 3: Casting Models and Concepts of ports: OSI Model – Broadcasting – Multicasting - Point-to-Point Communication - IP Addressing- Concepts of Port – Socket – ATM – Tunneling - Virtual Private Network. **Network Operating Systems:** Unix – Linux - Windows.

UNIT - 4: Mobile Communication: Applications of Mobile Communication - Wireless Communication – Bandwidth - Transmission Impairment – Interference - Terrestrial Microwave - Broadcast Radio - Infrared & Light Waves.

UNIT - 5: Networking and Internet Working Derives Introduction to Networking - Networking and Internet Working Derives

References:

1. Communication Networks, 2004, Alberto Leon-Garcia, Indra Widjaja, Tata McGraw Hill, New Delhi.
2. Computer Networks and Internets with Internet Applications, 4/e, 2008, Douglas E. Comer, Pearson Education, New Delhi.
3. Data and Computer Communication, 8/e, 2007, William Stallings, Pearson Education, NewDelhi.
4. Computer Networks: Protocols, Standards and Interfaces, 2/e, 1999, Black, Uyles, PHI Learning, New Delhi.

OUTCOMES

1. Identifying best possible solution to utilizing available resources in system fields.

Course objectives

The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

16MBA224A INTERNATIONAL FINANCIAL MANAGEMENT

Unit - 1: International Financial Management: An Overview, Importance, Nature and Scope - Theories of International Business - International **Business Methods** - Recent Changes and Challenges in IFM.

UNIT - 2: Balance of Payments (BOP) and Multinational Financing Institutions: Introduction - Fundamentals of BOP - Accounting Components of BOP - Trends in Indian BOP. Multinational Financing Institutions: International Bank for Reconstruction and Development - International Development Association - International Finance Corporation - International Monetary Fund.

UNIT - 3: International Monetary System: Introduction - Gold Standard - Bretton Woods System - Exchange Rate Regimes - Fixed and Floating Exchange Rates - Convertibility Currency - International Liquidity and International Reserves.

UNIT - 4: Foreign Exchange Market, Exposure and Risk: Function and Structure of the Forex Markets - Major Participants - Types of Transactions and Settlements- Foreign Exchange Quotations - Process of Arbitrage. **Exposure and Risk:** Meaning, Types of Exposure: Economic Exposure, Transaction Exposure and Operating Exposure.

UNIT - 5: Cross–Border Investment Decisions and Financing Decisions of MNCs
Capital Budgeting - Approaches to Project Evaluation - Risk in Cross-border Investment Decisions - Incorporate Risk in Investment Decisions - Cost of Capital - Capital Structure - Methods of Raising Capital.

References

1. International Financial Management, 2011, H.R.Machiraju, Himalaya Publishing House Pvt. Ltd., India.
2. International Financial Management, 2011, V.A.Avadani, Himalaya Publishing House Pvt. Ltd., India.
3. International Financial Management, 2011, O.P.Agarwal, Himalaya Publishing House Pvt. Ltd., India.
4. International Financial Management, 2009, T. Siddaiah: Pearson Education, New Delhi.
5. International Financial Management, 2009, S. Eun Choel and Risnick Bruce, Tata McGraw-Hill, New Delhi.
6. Multinational Financial Management, 2009, Srivastava. R. M: Excel Books, New Delhi.
7. International Financial Management, 1/e, 2009, Jeff Madura, Cengage Learning, New Delhi.
8. International Financial Management, 5/e, 2009, Sharan, PHI Learning Private Limited, New Delhi.
9. International Financial Management, 2009, Madhu Vij: Excel Books, New Delhi.

OUTCOMES

Knowledge of monetary systems in India and rest of the world

Course objectives

The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities.

16MBA224B INTERNATIONAL MARKETING

UNIT - 1: 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- 2: 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- 3: International Product Management: International Product Positioning, Product Saturation Levels in Global Market, International Product Life, Cycle, Geographic Expansion- Strategic Alternatives- New products in International Marketing, Product and Culture, Brands in International Market.

UNIT- 4: 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- 5: 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. Export Marketing- Export Policy decisions of a Firm, Export Procedures and Documentation, EXIM Policy of India

References

- 1 International Marketing Analysis and Strategy, 3/e, 2009, Sak Onkvisit, John J. Shaw, Prentice Hall India, New Delhi.
- 2 Global Marketing Management, 4/e, 2008, Keegan, Green, Pearson Education, New Delhi.
3. International Marketing, 13/e, 2008, Philip R. Cateora, John L. Graham, Prasanth Salwan, Tata Mc Graw Hill, New Delhi.
4. International Marketing, 4/e, 2010 Vasudeva PK, Excel Books, New Delhi.
5. Global Marketing Management, 2/e, 2009, Lee, Carter, Oxford, New Delhi.

OUTCOMES

1. Knowledge of doing business in domestic and international segments

Course objectives

The objective of the course is to provide basic knowledge of functional area of Human Resource Management in the global context.

16MBA224C INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT - 1: Introduction to IHRM: Reasons for going Global - Approaches to IHRM, Difference between IHRM & Domestic HRM, Challenges of IHRM- Global Assignments.

UNIT - 2: International Staffing: Sources, IHRM Planning – Recruitment - Selection in International Context - Challenges of recruitment - Global Leadership Development.

UNIT - 3: Repatriation and Expatriation: Process of Repatriate and Expatriate management in Multinational Companies, Training Expatriates and Repatriates, Cross Cultural Training, Methods of Training adopted.

UNIT - 4: Performance and Compensation Management: Performance Management System in MNCs - Competency Appraisal. **Compensation:** Objectives and Key Components of International Compensation , Compensation Practices in MNCs , Rewards and Incentives.

UNIT - 5: HRM 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.

References

1. International Human Resource Management: Text and Cases, 2/e, 2012, K. Aswathappa, Sadhna Dash, Tata McGraw-Hill, New Delhi.
2. International Human Resource Management, 1/e, 2011, P. Subba Rao, Himalaya Publishing House, New Delhi.
3. International Human Resource Management: Text and Cases, 1/e, 2012, P.L.Rao, Excel Books, New Delhi.
4. International Human Resource Management, 2008, Tony Rees, Pearson Education, New Delhi.
5. International Dimensions of Organizational Behavior, 5/e, 2008, Adler N.J., Kent Publishing, Boston.

OUTCOMES

1. Students will understand the various problems and prospects of employees.

**SREENIVASA INSTITUTE of TECHNOLOGY and MANAGEMENT STUDIES
(Autonomous)**

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

II MBA - II Sem

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Course Objectives

1. An overview of system evaluation and data integrity.

16MBA224D INFORMATION SYSTEMS CONTROL AND AUDIT

UNIT - 1: Information Systems Auditing: Need - Foundations - Audit Risks - Types of Audit Procedures - Steps in an Audit

UNIT- 2: An Overview of Controls: Top Management Controls - Systems Development Management Controls - Programming Management Controls.

UNIT- 3: An Overview of System Controls: Data Resource Management Controls - Security Management Controls - Operations Management Controls - Quality Assurance Management Controls - Boundary Controls - Input Controls - Processing Controls - Output Controls.

UNIT- 4: Evidence Collection and Evidence Evaluation: Audit Software - Code Review and Code Comparison - Concurrent Auditing Techniques.

UNIT- 5: Evaluating Asset Safeguarding and Data Integrity: Evaluating System Effectiveness and Efficiency – Managing the Information Systems Audit Function.

References

1. Information Systems Control and Audit, 4/e, 2011, Ron Weber, Pearson Education, New Delhi.
2. Handbook of IT Auditing, 2009, Warren J.Donald, Lynn W. Edelson, and Xenia ley parker, Gorham & Lamont.
3. Security, Audit & Control Features PeopleSoft: A Technical and Risk Management Reference, Guide, 2/e, Deloitte Touche Tohmatsu Research Team, ISACA.

OUTCOMES

1. Understanding of systems effectiveness and efficiency

**SREENIVASA INSTITUTE of TECHNOLOGY and MANAGEMENT STUDIES
(Autonomous)**

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

II MBA –II Sem

L P C

0 2 2

Course objectives

The objective of the seminar is to evaluate the skills required for the manager viz., communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills acquired by the students in the course of MBA and to analyse the managerial capabilities.

16MBA225 SEMINAR

The report and the presentation shall be evaluated by the three member committee, which carries 100 marks. He/she has to secure 50% marks to obtain required credits.

OUTCOMES

For the seminar, the student shall collect the information on any contemporary issues of the business and prepare a report, showing his/ her understanding about the topic, and submit the same to the department before making presentation

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0 0 2

Course objectives

The know the fundamental concepts in their respective fields

16MBA226 COMPREHENSIVE VIVA -VOCE

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

OUTCOMES

Knowledge in overall functional concepts in management areas.

Course objectives

To create practical knowledge in their respective fields

16MBA227 PROJECT WORK

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.

OUTCOMES

Theory and practical knowledge will provide employability skills.