



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES

CHITTOOR - 517 127

(Autonomous)

DEPARTMENT OF MANAGEMENT STUDIES

Academic Regulations for MBA

(Effective for the students admitted into I- year from the Academic Year 2022-23 onwards)

INSTITUTE VISION

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

INSTITUTE MISSION

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

DEPARTMENT VISION

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

DEPARTMENT MISSION

- M 1:** Provide congenial academic ambience with necessary infrastructure and learning resources.
- M 2:** Inculcate confidence to face and experience new challenges from industry and society.
- M 3:** Ignite the students to have creativity, analytical thinking, critical thinking and effective Communication
- M 4:** Foster Enterprising spirit among students

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs):

Post Graduates of Management Program shall

- PEO1:** Have in-depth knowledge through life-long learning to conceptualize, critically analyze and add value in the areas of business management.
- PEO2:** Have lateral thinking enabling simple solutions for complex managerial problems.
- PEO3:** Ignite the passion for entrepreneurship.
- PEO4:** Inculcate a spirit of ethical and social commitment in the personal and professional life and to add value to the society.

PROGRAM OUTCOMES (POs):

On successful completion of the program, the post graduates will be able to

- PO1:** Apply Knowledge of management theories and practices to solve business problems.
- PO2:** Faster analytical and critical thinking abilities for data - based decision making.
- PO3:** Ability to develop value based leadership ability.
- PO4:** Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
- PO5:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6:** Apply specialized tools and techniques of human resource management in real life business practices.
- PO7:** Apply the ever evolving marketing techniques to encounter the challenges and leverage opportunities.
- PO8:** Apply sophisticated financial tools and techniques for smooth management of organization.

PROGRAM SPECIFIC OUTCOMES (PSOs):

On successful completion of the program, the post graduates will be able to

- PSO1:** Apply core and functionary management skills for professional growth and business evaluation
- PSO2:** Adapt to dynamic changes in an environment relevant to professional managerial practice and entrepreneurship as emerging leaders



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

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 (APICET) 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. Programme Pattern:

Total duration of the of MBA programme is two academic years

Each academic year of study is divided into two semesters.

Each Semester shall be of 22 weeks duration (inclusive of Examinations), with a minimum of 90 instructional days per Semester.

The student shall not take more than four academic years to fulfill all the academic requirements for the award of MBA degree from the date of commencement of first year first semester, failing which the student shall forfeit the seat in MBA programme.

The medium of instruction of the programme (including examinations and project reports) will be in English only.

All subjects/courses offered for the MBA programme are broadly classified as follows:

S. No.	Broad Course Classification	Course Category	Description
1.	Core Courses	Foundational & Core Courses (CC)	Includes theory and lab courses to the parent discipline
2.	Elective Courses	Core Elective (CE)	Includes elective subjects related to the parent discipline
		General Elective (GE)	Elective subjects which include inter-disciplinary subjects or subjects in an area outside the parent discipline which are of importance in the context of special skill development
3.	Audit Courses	Audit Courses (AC)	Courses that focus on behavioural and industrial oriented skills
4.	Project	Internship	Assignment that exposure the students in real-time business
		Project Work	Major Project

3. Programme Related Terms:

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

Credit definition:

1 Hr. Lecture (L) per week	1 credit
1 Hr. Tutorial (T) per week	1 credit
1 Hr. Practical (P) per week	0.5 credit



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Academic Year: Two consecutive (one odd + one even) semesters constitute one academic year.

Choice Based Credit System (CBCS): The CBCS provides choice for students to select from the prescribed courses.

4. 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 company analysis and report presentation 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.

5. Course Pattern:

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

Table 1: Contact Periods, Credits and Marks

Particulars	Semester				Total Marks
	Periods / Week	Credits	Internal Marks	External Marks	
Theory	04	04	40	60	100
Lab Course	02	01	40	60	100
Project	-	10	40	60	100

Table 2: Course Pattern and Total Credits

Semester	No. of Subjects	Number of Labs	Project	Total Credits	
I-I	06	02	-	$6 \times 4 + 2 \times 1 = 26$	26
I-II	06	02	-	$6 \times 4 + 2 \times 1 = 26$	26
II-III	06	02	-	$6 \times 4 + 2 \times 1 + 1 \times 2 = 28$	28
II-IV	03	-	10	$3 \times 4 + 1 \times 10 = 22$	22
Total Credits					102



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

6. Attendance:

- i. 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.
- ii. **Shortage of attendance below 65% in aggregate shall in NO case be condoned.**
- iii. 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.
- iv. 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.
- v. 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.
- vi. A stipulated Condonation fee shall be payable to the college towards the shortage of attendance.

7. 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 Lab course. In addition, a project work for 100 marks shall be evaluated.
- In theory subjects internal examinations evaluation will be conducted 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. In external examination, each theory papers shall include a case study as compulsory question.

c. Internal Examination:

- I-internal examination shall be conducted in units-I & II and first half of III unit, II- internal examination shall be conducted in second half of the III unit, IV and V units syllabus.
 - During the semester, there shall be internal examinations for theory subjects and lab courses.
- i. for theory subjects, there shall be two internal examinations.**
- Each internal examination question paper consists of 5 short answer questions for 10 marks and 5 descriptive questions, out of which the student has to answer 3 questions for 30 marks for a total 40 marks in 2 hours of duration.
 - Final internal marks for a total of 40 marks shall be arrived by considering the marks secured by the students in both mid examinations with 80% weightage to the better internal exam and 20% to the other



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

ii. For lab courses there shall be internal evaluation based on day-to-day work – 10 marks, record – 10 marks, and the remaining 20 marks shall be awarded by conducting internal lab examination.

- 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 for theory subjects question paper consists of 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.
- The external examination for lab courses shall be conducted by the examiners for 60 marks.
- 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.

e. Company Analysis and Report Presentation

The students should undergo a Mini Project based on secondary data during II year III semester. The report has to be prepared and submitted for evaluation.

- Out of 100 marks for the Company Analysis and Report Presentation, 40 marks through internal evaluation and 60 marks through external evaluation (viva-voce) shall be awarded. Internal evaluation is based on Review -I and Review – II for 20 marks each. The external evaluation for 60 marks is done by the Faculty of the Department appointed for the same.

f. Project work:

- The Project work will commence immediately after II Year III Semester but the Final Evaluation will be taken place in II Year IV Semester.
- Out of 100 marks for the project work, 40 marks through internal evaluation and 60 marks through external evaluation (viva-voce) shall be awarded.
- A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the department

g. Online Courses (MOOC's):

- i. The CBCS, will be implemented in the college. The CBCS provides choice for students to select from the prescribed courses. In which students can take courses of their choice, learn at their own pace and adopt an interdisciplinary approach to learning.
- ii. The college in line with the developments in Learning Management Systems (LMS) intends to encourage the students to do online courses in MOOCs, offered nationally / internationally. The main intension to introduce MOOCs is to obtain enough exposure through online tutorials, self-learning at one's own pace, attempt quizzes, discuss with professors from various universities and



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

finally to obtain certificate of completion of the course from the MOOCs providers.

iii. A student shall register for the course (Minimum of 8 weeks) offered through MOOCs with the approval of Head of the Department. The HOD shall appoint one mentor to monitor the student's progression. The student needs to earn a certificate by passing the exam. The student shall be awarded the credits assigned in the curriculum only by submission of the certificate. Examination fee, if any, will be borne by the student

iv. A student shall choose an online elective course from the given list of MOOCs providers, as endorsed by the teacher concerned, with the approval of the HOD.

v. Students may be permitted to register one online course (which is provided with certificate) in II year III semester and they should produce the course completion certificate of that course to the controller of Examination to become eligible for fulfillment of the degree before the end of II year IV semester of their study.

vi. The award of grades to the MOOC course is based on the following normalization process.

I. Proctored Examination: If a student completed MOOC course under Proctored examination, then the marks awarded will be normalized as follows

Normalization Formula $Y = X \times 1.25$ Where X is marks obtained in the Proctored examination

Y is Marks obtained after normalization

If the value of Y (normalized marks) exceeds 100 then it will be considered as 100 only

II. Non-Proctored Examination: If the student completed MOOC course under non Proctored exam, then only 'Pass Grade' will be awarded.

h. Audit courses, Preservation of records, Industrial Visit and Value Added Courses

Audit Courses:

There shall be two audit pass courses one in II-III semester: Human Values and II-IV semester: Industry 4.0 with no credits. There shall be no external examination. However, attendance in the audit course shall be considered while calculating aggregate attendance and student shall be declared pass in the audit course only when he / she secures 40% or more in the internal examinations. In case if student fails, re-exam shall be conducted for failed candidates every six months / semester at a mutual convenient date of college / student satisfying the conditions mentioned in item 1 & 2 of the regulations.

Preservation of Records

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

Industrial Visit

Every student is required to go for at least one Industrial Visit in their duration of the programme. The Heads of Departments shall ensure that the necessary arrangements will be made in this regard.

8. 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, lab course and project, if he/ she secures a minimum of 40% of



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

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. Out 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-IV semester. The Internal Evaluation shall be made by the departmental committee, on the basis of two reviews given by the student on his / her project topic.

9. 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 digital payment /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.

10. Evaluation of Project/ Dissertation Work:

A Project Review Committee (PRC) shall be constituted with the Head of the Department / HoD Nominee as Chairperson, Project Supervisor and one senior faculty member of the department offering the MBA programme.

- A candidate is permitted to register for the project work after satisfying the attendance requirements of all the courses (Theory and lab courses of I-I, I-II, and II-III semester)
- PRC shall monitor the progress of the project work.
- The work on the project shall be initiated in II-III semester and continued in II-IV semester. The candidate can submit the project thesis with the approval of PRC at the end of II-IV semester.
- The student must submit status report 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 three reviews to be given by each student on the topic of his / her project.
- The department shall submit a panel of Six experts from the panel of examiners approved by BOS for a batch of 20 students for external viva-voce examination. 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 the external examiners.



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

- The evaluation of project work shall be conducted at the end of the II- IV-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.
- The distribution of marks for the Internal assessment and End Semester Project Viva Voce Examination is given below:

Internal Assessment (40 Marks)			End Semester Examination (60 Marks)		
Review-I	Review-II	Review-III	Supervisor	Internal Examiner	External Examiner
10	15	15	20	20	20

- The candidate has to secure a minimum of 50% marks in Project Work Viva-Voce examination. If he fails to fulfill the requirements as specified, he will reappear for the Project Viva-Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree.

11. 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.

12. 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.

13. 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.

14. Award of Letter Grades:

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

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



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

- **Grade Sheet**

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

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

- **I SGPA**

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

$$SGPA = \Sigma (C_i \times G_i) / \Sigma C_i$$

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.

$$CGPA = \Sigma (C_i \times S_i) / \Sigma C_i$$

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.

15. 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.

16. Revaluation:

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



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

No revaluation for lab courses and project work.

17. Number of Instruction Days:

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

18. 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.

19. 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.

20. Disciplinary Action for Malpractices / Improper Conduct in Examinations:

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



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

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.



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

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



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

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], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Academic Syllabus for MBA
(Effective for the students admitted into I- year from the Academic Year 2022-23 onwards)

R22 Regulations of MBA Programme

I MBA - I Semester

S. No	Subject Code	Subject	Subject Category	Scheme of Instructions Hours Per Week				Scheme of Examination Maximum Marks		
				L	T	P	C	I	E	Total
1	22MBA111	Management and Organizational Behaviour	CC	4	-	-	4	40	60	100
2	22MBA112	Business Environment	CC	4	-	-	4	40	60	100
3	22MBA113	Financial Accounting for Managers	CC	3	1	-	4	40	60	100
4	22MBA114	Managerial Economics	CC	4	-	-	4	40	60	100
5	22MBA115	Statistical Methods for Managers	CC	3	1		4	40	60	100
6	22MBA116	Business Law and Regulations	CC	4	-		4	40	60	100
7	22MBA117	Advanced Business Communication Lab	CC	-	-	2	1	40	60	100
8	22MBA118	Data Analytics using Advanced Excel Lab	CC	-	-	2	1	40	60	100
Contact Hours Per Week				22	2	4	-	-	-	-
Total Hours Per Week				28			-	-	-	-
Total Credits (6 Theory + 2 Labs)							26	-	-	-
Total Marks								320	480	800

I MBA - II Semester

S. No	Subject Code	Subject	Subject Category	Scheme of Instructions Hours Per Week				Scheme of Examination Maximum Marks		
				L	T	P	C	I	E	Total
1	22MBA121	Financial Management	CC	3	1	-	4	40	60	100
2	22MBA122	Marketing Management	CC	4	-	-	4	40	60	100
3	22MBA123	Human Resource Management	CC	4	-	-	4	40	60	100
4	22MBA124	Production and Operations Management	CC	4	-	-	4	40	60	100
5	22MBA125	Research Methodology	CC	4	-	-	4	40	60	100
6	22MBA126A	Management Information System	GE	3 / 4	1	-	4	40	60	100
	22MBA126B	Operation Research	GE							
	22MBA126C	Green Business Management	GE							
	22MBA126D	Strategic Management	GE							
7	22MBA127	Employability Skills Lab	CC	-	-	2	1	40	60	100
8	22MBA128	Digital Marketing Lab	CC	-	-	2	1	40	60	100
Contact Hours Per Week				22/ 23	1/2	4	-	-	-	-
Total Hours Per Week				28			-	-	-	-
Total Credits (6 Theory + 2 Labs)							26	-	-	-
Total Marks								320	480	800



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA - III Semester

S. No.	Subject Code	Subject	Subject Category	Scheme of Instructions Hours Per Week				Scheme of Examination Maximum Marks		
				L	T	P	C	I	E	Total
1	22MBA231	International Business Management	CC	4	-	-	4	40	60	100
2	22MBA232	Business Ethics and Corporate Governance	CC	4	-	-	4	40	60	100
3. Elective-I										
	22MBA233 A	Cost & Management Accounting	CE	3/4	1	-	4	40	60	100
	22MBA233 B	Retailing Management	CE							
	22MBA233 C	Talent Management	CE							
	22MBA233 D	Enterprise Resource Planning	CE							
4. Elective-II										
	22MBA234 A	Financial Institutions and Services	CE	4	-	-	4	40	60	100
	22MBA234 B	Consumer Behaviour	CE							
	22MBA234 C	Training and Development	CE							
	22MBA234 D	Customer Relationship Management	CE							
5. Elective-III										
	22MBA235 A	Security Analysis and Portfolio Management	CE	3/4	1	-	4	40	60	100
	22MBA235 B	Sales and Distribution Management	CE							
	22MBA235 C	Knowledge Management	CE							
	22MBA235 D	Decision Support System	CE							
6. Elective-IV										
	22MBA236 A	Corporate Restructuring	CE	4	-	-	4	40	60	100
	22MBA236 B	Advertising and Brand Management	CE							
	22MBA236 C	Labour Law and Legislation	CE							
	22MBA236 D	Mobile Commerce	CE							
7	22MBA237	Company Analysis and Report Presentation	CC	-	-	2	1	40	60	100
8	22MBA238	Introduction to Python	CC	-	-	2	1	40	60	100
9	22MBA239	Massive Open Online Courses (MOOC)	GE	2	-	-	2	-	-	-
10	22AUD231	Human Values	AC	2	-	-	-	40	-	40
Contact Hours Per Week				26/28	2	4	-	-	-	-
Total Hours Per Week				32			-	-	-	-
Total Credits (6 Theory + 2 Labs)							28	-	-	-
Total Marks								360	480	840



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA - IV Semester

S. No.	Subject Code	Subject	Subject Category	Scheme of Instructions Hours Per Week				Scheme of Examination Maximum Marks		
				L	T	P	C	I	E	Total
1	22MBA241	Entrepreneurship Development	CC	4	-	-	4	40	60	100
2. Elective-I										
	22MBA242 A	Financial Derivatives	CE	3/4	1	-	4	40	60	100
	22MBA242 B	Services Marketing								
	22MBA242 C	Compensation Management								
	22MBA242 D	Software Project Management								
3. Elective-II										
	22MBA243 A	International Finance	CE	3/4	1	-	4	40	60	100
	22MBA243 B	International Marketing	CE							
	22MBA243 C	International Human Resource Management	CE							
	22MBA243 D	Artificial Intelligence and Expert Systems	CE							
4.	22MBA244	Project Work	PW	-	-	10	10	40	60	100
5.	22AUD241	Industry 4.0	AC	2	-	-	-	40	-	40
Contact Hours per week				12 /14	2	8	-	-	-	-
Total Hours per week				22			-	-	-	-
Total credits (Theory 4+ 1Labs)							22	-	-	-
Total Marks								200	240	440

SUMMARY OF CREDITS ALLOCATION

S. No.	Subject Area	Credits As Per Semester				Total Credits
		I-I	I-II	II-III	II-IV	
1.	CC	26	22	10	4	62
2.	GE	-	4	2	-	6
3.	CE	-	-	16	8	24
4.	OE	-	-	-	-	-
5.	AC	-	-	-	-	-
6.	PW	-	-	-	10	10
Total		26	26	28	22	102

Note: CC – Core Course; GE – General Elective; CE - Core Elective; OE - Open Elective;
PW - Project Work; AC - Audit Course

PERCENTAGE -WISE CREDITS DISTRIBUTION

S. No.	Category	Credits Allocated	Percentage-wise Credits Distribution
1.	CC – Core Course	62	60.78
2.	GE – General Elective	6	5.89
3.	CE - Core Elective	24	23.53
4.	OE- Open Elective	-	-
5.	AC – Audit Course	-	-
6.	PW – Project Work	10	9.80
Total		102	100



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - I						
Course Code		MANAGEMENT AND ORGANIZATIONAL BEHAVIOR	L	T	P	C
22MBA111			4	0	0	4
Course Educational Objectives (CEO):						
CEO1: To make students to understand the basic perspectives of management concepts, theories and practices						
CEO2: To gain and apply the basic knowledge for understanding functional areas of management						
CEO3: To provide the students with the conceptual framework and theories of organizational behavior						
CEO4: To make students to understand the concepts of leadership and motivation						
CEO5: To analyze the group dynamics and conflicting situation in business organizations						
UNIT - I		Introduction to Management			Lecture Hrs: 8	
Management concept, Significance, Levels, Functions -Management as an Art, Science and Profession - F.W Taylor’s Scientific management Theory - Fayol’s theory Management –Social Responsibilities.						
UNIT - II		Functions of Management			Lecture Hrs: 12	
Introduction, Planning, Process of planning - Techniques of Decision making. Organizing: Organization Structure, Span of Control, Line and Staff, Delegation, Centralization and Decentralization, Staffing, Direction, Controlling and its Techniques, Co-ordination.						
UNIT - III		Organizational Behaviour			Lecture Hrs:12	
Meaning, Nature and Scope of Organizational Behavior – Perception: Factors Influencing Perception, Learning: Principles of Learning, Theories: Classical conditioning, Operant conditioning and Social Learning Theory. Personality: Determinants and Theories of Personality–Trait Theory, Sigmund Freud Theory, Erickson Theory.						
UNIT - IV		Leadership and Motivation			Lecture Hrs:12	
Leadership, Trait Approach to Leadership, Leadership Styles -Managerial Grid - Transactional Vs Transformational leadership, Motivation: Theories of Maslow, Herzberg, Theory X, Theory Y & Theory Z.						
UNIT - V		Behavioral Dynamics			Lecture Hrs:12	
Group Dynamics, Transactional Analysis and Johari Window, Management of Organizational Conflicts, Organisational Change and Development, Theories of Planned Change, Impact of Change, Factors affecting Change.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Understand the basic concepts, theories of management and evolution of management.				PO1, PO6, PSO1	
CO2	Apply various functions and techniques of management.				PO1, PO2, PO6, PSO1	
CO3	Analyse the fundamentals of organizational behavior, theories of Learning and Personality.				PO1, PO2, PO5, PO6, PSO1, PSO2	
CO4	Analyse different styles of leadership and theories of motivation.				PO1, PO3, PO6, PSO1, PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO5	Analyze group dynamics and conflicting situations in business organizations.	PO1, PO5, PO6, PSO1, PSO2
Text Books:		
1. Organizational Behavior, 18/e, Neharika Vohra Stephen P. Robbins, Timothy A. Judge, Pearson Education, 2022. 2. Essentials of Management, 10/e., Koontz H and Weihrich H, McGraw-Hill, New York, 2015. 3. Organizational Behavior, 15/e, Stephen P. Robbins, Pearson Education, San Diego, 2013.		
Reference Books:		
1. Organizational Behavior, 9/e, Steven L. McShane, Mary Ann Von Glinow, et al., McGraw Hill, 2002. 2. Organizational Behavior Emerging Knowledge, 9/e, Global Reality, 2021, Steven McShane and Mary Von Glinow. 3. Organizational Behaviour, 12 /e, Fred Luthans, Tata McGrawHill, NewDelhi, 2010. 4. Organizational Behaviour, 15/e, Robbins, SP, Prentice Hall of India, New Delhi, 2012. 5. Management and Organisational Behaviour, 4/e, Subbarao P, Himalaya Publishing House, New Delhi, 2010.		
Online Learning Resources:		
https://www.geeksforgeeks.org/introduction-to-business-management/ http://www.mim.ac.mw/books/Management%20&%20Organizational%20Behaviour,%207th%20edition.pdf https://ccsuniversity.ac.in/bridge-library/pdf/Main-Principles%20of%20Management%20and%20Organisational%20Behaviour.pdf https://www.ripublication.com/gjfm-spl/gjfmv6n6_12.pdf		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1101 : MANAGEMENT OF ORGANISATIONAL BEHAVIOUR	C1101.1	3	-	-	-	-	2	-	-	2.5	-
	C1101.2	3	2	-	-	-	2	-	-	2.3	-
	C1101.3	3	2	-	-	1	2	-	-	2.3	1
	C1101.4	2	-	3	-	-	3	-	-	2.5	3
	C1101.5	2	-	-	-	2	2	-	-	2	2
	C1101	2.6	2	3	-	1.5	2.2	-	-	2.32	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - I						
Course Code		BUSINESS ENVIRONMENT	L	T	P	C
22MBA112			4	0	0	4
Course Educational Objectives:						
CEO1:Understand the concept, significance and changing dimensions of Business Environment						
CEO2: Identify various types of Business Environment and tools for scanning the Environment						
CEO3: Gain insights Trends in Revenue and Expenditure of Central and State Governments						
CEO4: Understand the Impact of WTO on Various Aspects of Indian Economy						
CEO5: Gain insights on Trade Zone–Export Processing Zone–Special Economic Zones						
UNIT - I	Industrial Policy, Globalization and FDI					Lecture Hrs: 10
1956 Industrial Policy - 1991 Industrial Policy – Globalization - Global Trade and Developing Countries - Globalization and its Impact on India - FDI Strategies – Acquisitions and Greenfield Investment – FDI Theories and Concepts – FDI and Developing Countries – FDI in India – Benefits of FDI – EXIM Policy.						
UNIT - II	Fiscal Policies and Balance of Payments					Lecture Hrs: 10
Public Revenue and Expenditure–Public Debt – Trends in Revenue and Expenditure of Central and State Governments – Deficit Financing in India – Highlights of Budget - Balance of Payments - Structure and Components of Balance of Payments – Causes and Correction Measures of Disequilibrium in Balance of Payments.						
UNIT - III	International Trade Regulatory Frame Work					Lecture Hrs:10
Trade Barriers - Tariff and Non-Tariff Barriers – Quotas – Export Promotion and Import Substitution - Foreign Exchange Market - Exchange Rate and its Impact on Exports and Imports – Foreign Exchange Risk - FEMA.						
UNIT - IV	World Trade Organization					Lecture Hrs:12
GATT–Uruguay Round–WTO–TRIPs–TRIMs–GATS - Dispute Settlement Body – Anti Dumping Measures – Impact of WTO on Various Aspects of Indian Economy.						
UNIT - V	Economic Zones					Lecture Hrs:8
Foreign Trade Zone–Export Processing Zone–Special Economic Zones (SEZs) – Evaluation of SEZs Policy.						
Course Outcomes (CO) :						
On successful completion of the course the student will be able to					POs & PSOs related to COs	
CO1	Analyze the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives					PO1, PO2, PO4, PSO1,PSO2
CO2	Identify the Trends in Revenue and Expenditure of Central and State Governments					PO1, PO2, PO4, PO5, PSO1,PSO2
CO3	Identify Tariff and Non tariff barriers and their Impact on Exports and Imports					PO1, PO2, PO3, PO4, PSO1,PSO2
CO4	Analyze the Impact of WTO on Various Aspects of Indian Economy.					PO1, PO2, PO4, PSO1,PSO2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO5	Examine the role of Foreign Trade Zone and Export Processing Zone policies in India	PO1, PO2, PO4, PSO1, PSO2
Text Books:		
1. Indian Economy, 62/e, Datt & Sundhram, Sultan Chand & Sons, New Delhi, 2011. 2. Essentials of Business Environment (Text, Cases & Exercises), 4/e, K. Aswathappa, Himalaya Publishing House. 2021. 3. International Business, Text and Cases, 5/e, Francis Cherunilam, PHI Learning Private Limited, New Delhi, 2011.		
Reference Books:		
1. Business Environment Text and Cases, 20/e, Francis Cherunilam, Himalaya Publishing House, Mumbai, 2011. 2. Essentials of Business Environment, 10/e, K. Aswathappa, Himalaya Publishing House, Mumbai, 2010. 3. Indian Economy, 28/e, Misra and Puri, Himalaya Publishing House, Mumbai, 2010. 4. International Business, Text and Cases, 3/e, P. Subba Rao, Himalaya Publishing House, Mumbai, 2012. 5. International Business, 5/e, Justin Paul, PHI Learning Private Limited, New Delhi, 2011.		
Online Learning Resources:		
https://mycbseguide.com/blog/business-environment-class-12-notes-business-studies https://byjus.com/commerce/business-environment https://www.wto.org/english/tratop_e/envir_e/envt_rules_gatt_e.htm https://cdrpc.org/programs/economic-development/foreign-trade-zone-121/ftz-benefits		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1102 : BUSINESS ENVIRONMENT	C1102.1	3	3	-	3	-	-	-	-	3	3
	C1102.2	3	3	-	3	3	-	-	-	3	3
	C1102.3	3	3	3	3	-	-	-	-	3	3
	C1102.4	3	3	-	3	-	-	-	-	3	3
	C1102.5	3	3	-	3	-	-	-	-	3	3
	C1102	3	3	3	3	3	-	-	-	3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - I						
Course Code		FINANCIAL ACCOUNTING FOR MANAGERS	L	T	P	C
22MBA113			3	1	0	4
Course Educational Objectives (CEO):						
CEO1: To provide knowledge on accounting principles, and books of original record.						
CEO2: To make aware of preparation of final accounts of enterprises.						
CEO3: To create awareness on the valuation of fixed assets and inventory.						
CEO4: To develop the skills for the preparation of funds flow statement and cash flow statement.						
CEO5: To understand about the analysis of financial statements of enterprises through tools of financial statements.						
UNIT - I		Introduction to Accounting			Lecture Hrs: 8	
Definition, Importance, Objectives and principles of accounting, uses of accounting and book keeping Vs Accounting, Single entry and Double entry systems, classification of accounts – Rules of debit & credit. (Only theory)						
UNIT - II		The Accounting Process			Lecture Hrs: 12	
Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments. (Problems on Only Final Accounts)						
UNIT - III		Valuation of Assets			Lecture Hrs:12	
Introduction to Depreciation - Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO).						
UNIT - IV		Financial Statements Analysis - I			Lecture Hrs:12	
Objectives and Tools of Financial Analysis – Comparative, Common-size and Trend Analysis - Analysis of Cash flow and Funds flow statements - Funds flow statement Vs Cash flow statement. (Theory and Problems).						
UNIT - V		Financial Statements Analysis - II			Lecture Hrs:12	
Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du-Pont Chart (A Case study on Ratio Analysis).						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Understand the accounting principles, and books of original record.				PO1, PO4, PO8, PSO1, PSO2	
CO2	Apply the knowledge gained to prepare of final accounts of the firm.				PO1, PO2, PO4, PO8, PSO1, PSO2	
CO3	Evaluate the fixed assets and inventory of an organisation.				PO1, PO2, PO8, PSO1	
CO4	Analyze the financial performance of an organization through funds flow statement and cash flow statement.				PO1, PO2, PO4, PO8, PSO1, PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO5	Analyze the financial performance of an organization through ratio analysis.	PO1, PO2, PO4, PO8, PSO1, PSO2
Text Books:		
1. Financial Accounting for Managers, 7 th Edition, Ambrish Gupta, Pearson Education, 2022. 2. Financial Accounting, Partha Chatterjee, Himalaya Publishing House Pvt. Ltd. India, 2011. 3. Financial Accounting and Analysis, Revised Edition, P.Premchand Babu and M.Madana Mohan, Himalaya Publishing House Pvt. Ltd. India, 2011.		
Reference Books:		
1. Financial Accounting for Management, 3/e, Paresh Shah, Oxford University Press, 2022. 2. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI, 2009. 3. Financial Accounting Management an Analytical Perspective, Ambrish Gupta, Pearson Education, 2009. 4. Financial Accounting Reporting and Analysis, Stice & Stice Thomson. 2007 5. Accounting – Text and Cases, Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, TMH, 2008. 6. Accounting for Management, Vijaya Kumar, TMH, 2009. 7. Financial Accounting, Dr.S.K. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Ltd., 2007.		
Online Learning Resources:		
https://onlinecourses.swayam2.ac.in/cec20_mg02/preview https://onlinecourses.swayam2.ac.in/imb19_mg06/preview https://onlinecourses.nptel.ac.in/noc19_mg37/preview https://www.coursera.org/learn/wharton-accounting		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1103 : FINANCIAL ACCOUNTING FOR MANAGERS	C1103.1	2	-	-	2	-	-	-	3	2.5	2
	C1103.2	3	3	-	2	-	-	-	3	3	2
	C1103.3	3	3	-	-	-	-	-	3	3	-
	C1103.4	3	3	-	3	-	-	-	3	3	3
	C1103.5	3	3	-	3	-	-	-	3	3	3
	C1103	2.8	3	-	2.5	-	-	-	3	2.9	2.5



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA I Semester						
Course Code		MANAGERIAL ECONOMICS	L	T	P	C
22MBA114			4	0	0	4
Course Educational Objectives:						
CEO1 : To impart decision making skills at all levels of managerial problems.						
CEO2 : To understand the concept of demand, techniques to forecast demand and production analysis considering time factor.						
CEO3 :To make aware of production function, returns to scale and factors, cost-output relationship and break-even analysis.						
CEO4 :To understand the market structures and price strategies applicable under different business scenarios for various products.						
CEO5 : To create awareness on inflation and business cycles.						
UNIT - I	Introduction to Managerial Economics				Lecture Hrs: 8	
Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, New management tools of optimization.						
UNIT - II	Theory of Demand				Lecture Hrs: 12	
Demand Analysis – Law of Demand – Demand Schedule – Demand Function - Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for Demand forecasting, forecasting techniques.						
UNIT - III	Production and Cost Analysis				Lecture Hrs:12	
Production function, Iso-quants and Iso-costs, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Cost concepts - cost-output relationship in the short run and long run, Average cost curves - Break Even Analysis.						
UNIT - IV	Market Structure and Pricing Practices				Lecture Hrs:12	
Features and Types of different competitive situations – Price - Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.						
UNIT - V	Inflation and Business Cycles				Lecture Hrs:12	
Definition and meaning - characteristics of Inflation- types of inflation - effects of inflation- Anti-Inflationary methods - Definition and characteristics of business cycles- phases of business cycle - steps to avoid business cycle.						
Course Outcomes (CO) :						
On successful completion of the course the student will be able to					POs & PSOs related to COs	
CO1	Understand the managerial economics concepts and theories and also apply to solve the managerial problems.				PO1, PSO1	
CO2	Apply the knowledge to forecast demand of products and services of an enterprise.				PO1, PO2, PO4, PSO1,PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO3	Evaluate the production function, returns to scale and factors, cost-output relationship and break-even analysis.	PO1, PO2, PSO1
CO4	Apply knowledge to prepare price strategies under different business scenarios for various products and services.	PO7, PSO2
CO5	Examine the inflation and business cycles from time to time.	PO1, PSO1
Text Books:		
1. Managerial Economics, 9th Edition, S Chand And Company Ltd, 2021. 2. Managerial Economics, Analysis, Problems and Cases, 17/e, P.L.Mehta, Sultan Chand & Sons, New Delhi, 2011. 3. Managerial Economics, 19/e, R.L.Varshney and K.L.Maheshwari, Sultan Chand & Sons, New Delhi, 2007.		
Reference Books:		
1. Managerial Economics, 8/e, D.N.Dwivedi, Vikas Publishing House Pvt. Ltd., Noida, 2015. 2. Managerial Economics, 1/e, H.L.Ahuja, S.Chand & Company Ltd., New Delhi, 2007. 3. Economics, 19/e, Paul A Samuelson and William D Nordhaus, Indian Adaptation, Sudip Chaudhuri and Anindya Sen, Tata McGraw Hill, New Delhi, 2010. 4. Macro Economic Theory, 11/e, M.L.Jhingan, Vrinda Publications Pvt Ltd, New Delhi, 2003. 5. Managerial Economics, 19/e, R.L.Varshney and K.L.Maheshwari, Sultan Chand & Sons, New Delhi. 2007.		
Online Learning Resources:		
https://onlinecourses.nptel.ac.in/noc21_mg90/preview https://onlinecourses.nptel.ac.in/noc20_mg67/preview		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1104 : MANAGERIAL ECONOMICS	C1104.1	3	2	-	-	-	-	-	-	2.5	-
	C1104.2	3	3	-	-	-	-	-	-	3	-
	C1104.3	3	3	-	-	-	-	-	-	3	-
	C1104.4	2	3	-	-	-	-	-	-	2.5	-
	C1104.5	3	2	-	2	-	-	-	-	2.5	2
	C1104	2.8	2.6	-	2	-	-	-	-	2.7	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - I					
Course Code	STATISTICAL METHODS FOR MANAGERS	L	T	P	C
22MBA115		3	1	0	4
Course Educational Objectives (CEO):					
CEO1: To provide knowledge on basics of Statistics and data presentation					
CEO2: To develop skills for the measurement of right average for the given data					
CEO3: To provide knowledge for the measurement of right deviation and coefficient of variation for the given data to take right managerial decision					
CEO4: To provide knowledge to find out the relationship between variables and Coefficient of Correlation for the given data to take right managerial decision					
CEO5: To develop skills for the application of a right test for the testing Hypothesis					
UNIT - I	Introduction	Lecture Hrs: 12			
Meaning and definition of Statistics,- Nature, Scope, Significance of Statistics, Sources of data – Types of Data – Methods of Data Collection. Classification and Tabulation of data –Types of classification and tables –Rules of Classification and tabulation.					
Graphs & Diagrams: Graphs and Diagrams Presentation – Importance and different types of graphs and diagrams.					
UNIT - II	Measures of Central Tendency	Lecture Hrs: 8			
Arithmetic–Weighted Mean. Median, Mode					
UNIT - III	Measures of Dispersion	Lecture Hrs:8			
Range, Quartile Deviation, Mean Deviation. Standard Deviation, Coefficient of Variation					
UNIT - IV	Correlation and Regression	Lecture Hrs:12			
Introduction, Significance and Types of Correlation, Methods of Correlation- Coefficient of Correlation, and Multiple Correlation Analysis.					
Regression: Meaning and Purpose of Regression Analysis – Regression Lines and Regression Equations, Multiple Regression Analysis.					
UNIT - V	Testing of Hypothesis	Lecture Hrs:12			
One Sample and Two sample tests for means of small samples (t-Test), F test for two samples. ANOVA (One-way classification and Two-way Classification), Chi-square test (Goodness of Fit, Independence of attributes).					

Course Outcomes :		
On successful completion of the course the students will be able to		POs & PSOs related to COs
CO1	Demonstrate knowledge on Sources of data, Types of Data, Methods of Data Collection preparation of Classification and Tabulation of data.	PO1, PO2, PO5, PO6, PO7, PSO1, PSO2
CO2	Apply the measurement of average for the given data.	PO1, PO2, PO5, PO6, PO7, PSO1, PSO2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO3	Measure the deviation and coefficient of variation for the given data to take right managerial decision.	PO1, PO2, PO5, PO6, PO7, PSO1, PSO2
CO4	Find out the relationship between variables and find Coefficient of Correlation for the given data to take right managerial decision.	PO1, PO2, PO5, PO6, PO7, PSO1, PSO2
CO5	Apply a right Hypothesis test for the given data to take right decision.	PO1, PO2, PO5, PO6, PO7, PSO1, PSO2

Text Books:
1. Statistical Method, S.P Gupta, Sulthan Chand & Sons, 2017. 2. Statistics for Management, Richard I Levin, David S.Rubin, Pearson, 2008.
References:
1. Business Statistics, Gupta S.C & Ira Gupta, Himalaya Publishing House, Mumbai, 2012. 2. Statistics for Management, P.N.Arora, S.Arora, S.Chand, 2009. 3. Statistics for Management, Levin, Pearson Company, New Delhi, 2013.
Online Learning Resources:
https://archive.nptel.ac.in/courses/110/107/110107114/ https://archive.nptel.ac.in/courses/121/106/121106007/

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1105 : STATISTICAL METHODS FOR MANAGERS	C1105.1	3	3	-	-	3	3	3	-	3	3
	C1105.2	3	3	-	-	3	3	3	-	3	3
	C1105.3	3	3	-	-	3	3	3	-	3	3
	C1105.4	3	3	-	-	3	3	3	-	3	3
	C1105.5	3	3	-	-	3	3	3	-	3	3
	C1105	3	3	-	-	3	3	3	-	3	3



JENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester I									
Course Code		BUSINESS LAW AND REGULATIONS				L	T	P	C
22MBA116						4	0	0	4
Course Educational Objectives:									
CEO1: To provide the student with knowledge of the legal environment pertaining to business transactions									
CEO2: To provide the student with knowledge of legal principles pertaining to sale of goods									
CEO3: To provide the student the knowledge of negotiable instruments									
CEO4: To provide the student the knowledge of legal and fiscal structure of the company and the responsibilities of the directors of the company									
CEO5: To provide the concise legal importance on the goods and services tax									
UNIT - I		Law of contract – 1872					Lecture Hrs: 10		
Nature of contract - Essential Elements of Valid Contract-Offer and Acceptance- Consideration- Capacity to Contract - Free Consent.									
Legality of Object: Contingent Contracts - Performance and Discharge of Contracts - Remedies for Breach of Contract.									
UNIT - II		Sale of Goods Act-1930					Lecture Hrs: 10		
General principles - Indemnity and Guarantee –Conditions and Warranties. Bailment: Characteristics, Rights and Duties of Bailer and Bailee –Performance of Contract of Sale.									
UNIT - III		Negotiable Instrument Act – 1881					Lecture Hrs:10		
Negotiable Instruments - Promissory note, Bills of Exchange and Cheques. Endorsement: Types of Endorsement - Discharge of parties.									
UNIT - IV		Companies Act – 1956					Lecture Hrs:12		
Steps and Procedure for Incorporation of the Company - Company Meetings - Appointment of Directors – Powers, Duties of Directors –Winding up of a Company.-Companies act 2013.									
UNIT - V		Goods and Services Tax					Lecture Hrs:8		
Goods and services tax (GST) - Basic concepts-Significance of GST- types of GST- GST applicability - GST On Various Items.									
Course Outcomes (CO) :									
On successful completion of the course the student will be able to							POs & PSOs related to COs		
CO1	Examine the relevance of business law to individuals, the role of law in economic, political and social context						PO1, PO2, PO3, PO4, PSO1,PSO2		
CO2	Apply the fundamental legal principles behind contractual agreements in sale of goods						PO1, PO2, PO3, PO4, PSO1,PSO2		
CO3	Identify the causes of business being held liable in tort for their actions in using the negotiable instruments						PO1, PO2, PO3, PO4, PSO1,PSO2		
CO4	Analyse the legal structure of the company and their responsibilities to start a new venture and responsibilities of a director						PO1, PO2, PO3, PO4, PSO1,PSO2		
CO5	Demonstrate the knowledge on the present coherent, concise, legal importance on the goods and services tax.						PO1, PO2, PO3, PO4, PSO1,PSO2		



JENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Text Books:
1. Business Law I Essentials, Mirande Valbrune, Renee de Assis, Suzanne Cardell, 12th Media Services, 2019. 2. Mercantile Law, N. D. Kapoor, Sultan Chand & Sons, New Delhi, 2009. 3. Business Law 2/e, P.C. Tulsian, Tata McGraw Hill, New Delhi, 2000.
Reference Books:
1. Business Law, N.D.Kapoor, Sulthan Publishers, New Delhi, 2002. 2. Mercantile Law, 3/e, S.S.Gulshan, Excel Books, New Delhi, 2006. 3. A Manual of Business Laws, S.N.Maheswari & Maheswari, Himalaya Publishers, New Delhi, 2008.
Online Learning Resources:
https://www.vedantu.com/commerce/free-of-consent https://indiankanoon.org/doc/1353758/ https://en.wikipedia.org/wiki/Goods_and_Services_Tax_(India) https://legalpaathshala.com/condition-and-warranty/

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1106 : BUSINESS LAW AND REGULATIONS	C1106.1	3	3	3	3	-	-	-	-	3	3
	C1106.2	2	3	3	3	-	-	-	-	2.5	3
	C1106.3	3	3	3	3	-	-	-	-	3	3
	C1106.4	3	3	3	3	-	-	-	-	3	3
	C1106.5	2	3	3	3	-	-	-	-	2.5	3
	C1106	2.6	3	3	3	-	-	-	-	2.8	3



JENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - I							
Course Code	ADVANCED BUSINESS COMMUNICATION LAB			L	T	P	C
22MBA117				-	-	2	1
Course Educational Objectives (CEO):							
CEO1: To elucidate communication theory and writing principles CEO2: To prepare student to write Good news and Bad news effectively CEO3: To develop report writing skills CEO4: To mould the student for business presentation CEO5: To develop employability communication and skills							
Learning Modules:							
Module 1 - Establishing a Framework for Business Communication Module 2 - Focusing on Interpersonal and Group Communication Module 3- Planning and Preparing Spoken and Written Messages Module 4- Communicating Electronically Module 5 - Delivering Good News and Bad News Messages Module 6 - Understanding the Report Process and Research Methods Module 7 - Organizing and Preparing Reports and Proposals Module 8 - Designing and Delivering Business Presentations Module 9 - Preparing Resumes and Application Messages Module 10 - Interviewing for a Job and Preparing Employment Messages Module 11 – Work Place Etiquette							
Course Outcomes:							
On successful completion of the course the student will be able to,						POs & PSOs related to COs	
CO1	Apply the communication concepts and improves competency in communication					PO1, PSO1	
CO2	Prepare contents for Effective delivery of Good news and Bad news					PO6, PSO1	
CO3	Apply the report writing skills and prepare business reports					PO4, PSO2	
CO4	Deliver effective business presentations					PO5, PSO2	
CO5	Analyse employability skills and communication					PO6, PSO1	
Text Books:							
1. Business communication, Raymond, V.Lesikar, Neeraja Pandit et al, TMH, 2017. 2. Business communications, Shalini Varma, Vikas, 2014.							
Reference Books:							
1. Business communication for managers, Penrose, Raspberry, Myers, Cengage, 2007. 2. The Skills of Communication, Bill Scot, Gower Publishing Company Ltd, 2006. 3. Business communication, Meenakshi Raman, Oxford University Press, 2012.							



JENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Online Learning Resources:

<https://www.slideshare.net/AkshayKumar409/business-communication-52615299>
<https://mascarenhasjason.wordpress.com/2012/08/12/inter-personal-and-group-communication/>
<https://www.inc.com/jeff-haden/good-news-first-or-bad-news-right-answer-according-to-science-and-emotional-intelligence.html>
<https://www.indeed.com/career-advice/career-development/report-writing-skills>
<https://slideplayer.com/slide/13345944/>

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1107 : ADVANCED BUSINESS COMMUNICATION LAB	C1107.1	3	-	-	-	-	-	-	-	3	-
	C1107.2	-	-	-	-	-	3	-	-	3	-
	C1107.3	-	-	-	3	-	-	-	-	-	3
	C1107.4	-	-	-	-	3	-	-	-	-	3
	C1107.5	-	-	-	-	-	3	-	-	3	-
	C1107	3	-	-	3	3	3	-	-	3	3



JENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - I						
Course Code		DATA ANALYTICS USING ADVANCED EXCEL	L	T	P	C
22MBA118			-	0	2	1
Course Educational Objectives (CEO):						
CEO1: To enable students understands the basics of spread sheet.						
CEO2: To enhance the knowledge in usage of Excel						
CEO3: To provide knowledge in advanced excel						
CEO4: To enable students to apply excel in different management areas						
CEO5: To make students use excel for research purpose.						
UNIT - I	INTRODUCTION TO EXCEL				Lecture Hrs: 10	
Cells – name range – references – Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data- usage of Paste special						
UNIT - II	APPLICATIONS OF EXCEL IN DIFFERENT AREAS				Lecture Hrs: 6	
Preparation of a table Using EXCEL e.g. Employees payroll, Sales data, Students marks and perform the functions (Total, Average, Percentage, conditional sum and show the results in chart)- Creating formulas for financial solutions.						
UNIT - III	ADVANCED EXCEL				Lecture Hrs::12	
Cell Referencing - Data Validation- Naming a Cell or Range of Cells (Name Manager).- Basic formulas (SUM, COUNTA, AVERAGE, MAX, MIN). Text Functions (RIGHT, LEFT, MID, SUBSTITUTE, FIND, LEN). Date Functions (TODAY, NOW, DAY, MONTH, YEAR, EDATE, EOMONTH, TEXT).						
UNIT - IV	ADVANCED EXCEL II				Lecture Hrs::12	
Lookup Functions (VLOOKUP, HLOOKUP, MATCH, INDEX). - Logical Functions (IF, AND, OR). -Data Analysis Functions (SUMIF, SUMIFS, COUNTIF, COUNTIFS) - Conditional Formatting, Filtering and Sorting. - Graphs, Charts and Pivot Tables remove duplicates						
UNIT - V	CONDUCTING ONLINE SURVEYS				Lecture Hrs:10	
Usage of Google drive – micro soft online surveys – sharing with the help of social media/ internet- getting responses from online survey- sorting and filter online survey						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Explain basic concepts of Excel and create/edit spreadsheet				PO2, PSO1	
CO2	Apply basic excel formula in various functional areas of management.				PO1, PSO1	
CO3	Demonstrate knowledge in using advanced excel functions				PO2, PSO1	
CO4	Apply logical functions of Excel				PO2, PSO1	
CO5	Use online methods to conduct surveys.				PO4, PSO2	
Text Books:						
1. Beskeen, D, Microsoft Office 2013: Illustrated introductory, first course. Stamford, CT: Cengage Learning, 2013.						
2. Rinkoo Jainn, A to Z of MS EXCEL, A Book for Learners and Trainers, Amazon Digital Services LLC - KDP Print US. 2021.						



JENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Reference Books:

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

Online Learning Resources:

<https://support.microsoft.com/en-us/office/excel-video-training-9bc05390-e94c-46af-a5b3-d7c22f6990bb>
<https://trumpexcel.com/learn-excel/>
<https://digital.com/excel-tutorials/>

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1108 : DATA ANALYTICS USING ADVANCED EXCEL	C1108.1	-	3	-		-	-	-	-	3	
	C1108.2	3	-	-	-	-	-	-	-	3	-
	C1108.3	-	3	-	-	-	-	-	-	3	-
	C1108.4	-	3	-	-	-	-	-	-	3	-
	C1108.5	-	-	-	3	-	-	-	-	-	3
	C1108	3	3	-	3	-	-	-	-	3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II					
Course Code	FINANCIAL MANAGEMENT	L	T	P	C
22MBA121		3	1	0	4
Course Educational Objectives (CEO):					
CEO1: To provide basic knowledge on importance and applications of financial management in business, the role and functions of chief financial officer.					
CEO2: To give an elaborate view about EBIT-EPS Analysis, Leverage Analysis and cost of capital - its calculation and how it is useful in decision making.					
CEO3: To provide knowledge about various capital budgeting techniques.					
CEO4: To make comprehend of dividend decisions and dividend theories (Walter’s model, Gordon’s model and M-M’s Approach).					
CEO5: To elucidate working capital management.					
UNIT - I	The Finance Functions				Lecture Hrs: 8
Nature and Scope of Finance - Goals of Finance Function - Profit Maximization Vs Wealth Maximization - Risk-Return Trade off.					
UNIT - II	The Capital Structure Decision and Cost of Capital				Lecture Hrs: 12
Capital structure decision: Meaning- Factors influencing capital structure - Capital Structure Decision in Practice: EBIT-EPS Analysis – Leverage Analysis.					
Cost of Capital: Concept, Components, Determinants and Measurement of Cost of Capital -Cost of Equity, Preference Shares, Retained Earnings and Debt - Weighted Average Cost of Capital (WACC).					
UNIT - III	The Investment Decision				Lecture Hrs:12
Investment Decision Process - Evaluation Techniques: Traditional and Discounted Cash Flow Methods: Pay-back Period (PBP), Discounted Payback Period, Average Rate of Return (ARR), Net Present Value (NPV), Profitability Index (PI) and Internal Rate of Return (IRR) Methods.					
UNIT - IV	The Dividend Decision				Lecture Hrs:12
Meaning and determinants of dividend decision - Forms of Dividend – Theories of dividend policy: Walter’s model, Gordon’s model and M-M’s Approach.					
UNIT - V	Working Capital Management				Lecture Hrs:12
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.					
Course Outcomes:					
On successful completion of the course the student will be able to,					POs & PSOs related to COs
CO1	Understand the importance, role and functions of financial management.				PO1, PO8, PSO1



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO2	Apply the various cost of capital techniques in decision making for investment.	PO1, PO2, PO8, PSO1
CO3	Evaluate investment decisions using capital budgeting techniques.	PO1, PO2, PO8, PSO1
CO4	Apply the dividend decision theories to prepare dividend policy of a company.	PO1, PO2, PO4, PO8, PSO1, PSO2
CO5	Examine the importance of working capital and its management.	PO1, PO2, PO8, PSO1
Text Books:		
1. Financial Management, I.M. Pandey, Vikas Publishers, 2015. 2. Financial Management, P.V.Kulakarni and B.G.Satya Prasad, Himalaya Publishing House Pvt. Ltd. India, 2011.		
Reference Books:		
1. Financial Management, Tulsian P. C. & Tulsian Bharat, S Chand and Company Limited, New Delhi, 2016. 2. Financial Management-Management and Polic R.M.Srivastava, Himalaya Publishing House Pvt. Ltd., India, 2010. 3. Financial Management-Text and Problems, MY Khan and PK Jain, Tata McGraw-Hill, New Delhi, 2007. 4. Fundamentals of Financial Management, Chandra Bose D, PHI, 2006. 5. Corporate Finance: Theory and Practice, 2/e, Vishwanath.S.R., Sage Publications, 2007. 6. Case Studies in Finance, 5/e, Bruner.R.F. Tata McGraw Hill, New Delhi, 2007. 7. Financial Management, Prasanna Chandra, Tata McGraw Hill, New Delhi, 2009.		
Online Learning Resources:		
https://nptel.ac.in/courses/110107144 https://onlinecourses.nptel.ac.in/noc20_mg31/preview		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1201 : FINANCIAL MANAGEMENT	C1201.1	2	-	-	-	-	-	-	3	2.5	-
	C1201.2	2	3	-	-	-	-	-	2	2.3	-
	C1201.3	2	3	-	-	-	-	-	3	2.7	-
	C1201.4	3	3	-	3	-	-	-	3	3	3
	C1201.5	2	2	-	-	-	-	-	3	2.3	-
	C1201	2.2	2.75	-	3	-	-	-	3	2.56	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II						
Course Code		MARKETING MANAGEMENT	L	T	P	C
22MBA122			4	0	0	4
Course Educational Objectives (CEO):						
CEO1: To provide knowledge on Needs, Wants and Demands Marketing mix CEO2: To inculcate various methods of segmentation, targeting and positioning. CEO3: To elucidate product management CEO4: To provide necessary knowledge on pricing and distribution management CEO5: To give a elaborate view on role of marketing						
UNIT - I		Introduction			Lecture Hrs: 10	
Needs, Wants, Demands, Marketing, Marketing Mix, Marketing Management- Concepts of Marketing- Marketing Environment.						
UNIT - II		Market Segmentation, Targeting and Positioning:			Lecture Hrs: 10	
Identification of Market Segments, Segmenting Consumer Marketing, - Selecting Target Markets - Segmentation and Targeting as a Basis for Strategy Formulation- Developing and Communicating a Positioning Strategy.						
UNIT - III		Product Management			Lecture Hrs:12	
Constituents of a Product - Product Line - Product Mix -Classification of New Products - New Product Development - Product Life Cycle, PLC as a Tool for Marketing Strategy.						
UNIT - IV		Pricing and Distribution Management:			Lecture Hrs:12	
Objectives of Pricing, Setting Pricing Policy, Methods of Pricing, Adapting Price, Initiating and Responding to Price Changes.						
UNIT - V		Marketing Promotion:			Lecture Hrs:10	
Role of Marketing Promotion– Marketing Promotion Mix –Sales Force Management-On line Marketing.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Demonstrate the knowledge in concepts of marketing and understanding needs, wants and demand.				PO1, PO2, PO7, PSO1	
CO2	Develop segmentation, targeting and positioning strategies				PO2, PO4, PO7, PSO1, PSO2	
CO3	Analyze and derive the process of product management				PO5, PO7, PSO1, PSO2	
CO4	Examine the methods of pricing and distribution strategies.				PO1, PO4, PO7, PSO1, PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO5	Compare the methods of marketing promotion and choose the best promotional strategy	PO5, PO7, PSO1, PSO2
Text Books:		
1. Marketing Management, 9/e, C.B. Gupta & N. Rajan Nair, C.B. Gupta, Rajan Nair, Sulthan Chand and Sons. 2020 2. Marketing Management, 12/e, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Prentice Hall Education Publications, New Delhi, 2007.		
Reference Books:		
1. Marketing Management, 3/e, V.S. Ramaswamy and S. Namakumari, McMillan India limited, New Delhi, 2007. 2. Marketing Management-Text and Cases, 2/e, Tapan K Panda, Excel Books, New Delhi, 2007. 3. Marketing Management, 1/e, C.B.Gupta and N.Rajan Nair, Sultan Chand and Sons, New Delhi, 2006. 4. Marketing in the 21 st century, 8/e, Joel R.Evans, Barry Berman, Biztantra publications, New Delhi, 2008. 5. Marketing Management, 4/e, Rajan Saxena, TMH, New Delhi, 2010.		
Online Learning Resources:		
https://northcampus.uok.edu.in/downloads/20161102133904427.pdf https://onlinecourses.swayam2.ac.in/cec20_mg06/preview https://www.academia.edu/36875657/MARKETING MANAGMENT Student Study Material		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1202 : MARKETING MANAGEMENT	C1202.1	3	2	-	-	-	-	3	-	2.7	
	C1202.2	-	3	-	2	-	-	3	-	3	2
	C1202.3	-	-	-	-	2	-	3	-	3	2
	C1202.4	2	-	-	3	-	-	3	-	2.5	3
	C1202.5	-	-	-	-	3	-	3	-	3	3
	C1202	2.5	2.5	-	2.5	2.5	-	3	-	2.84	2.5



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II						
Course Code		HUMAN RESOURCE MANAGEMENT	L	T	P	C
22MBA123			4	0	0	4
Course Educational Objectives (CEO):						
CEO1: To provide knowledge about Principles of Human Resources Management						
CEO2: To inculcate various aspects pertinent to HRP, Recruitment and selection						
CEO3: To elucidate Placement, Induction and Training & Development of Human Resource						
CEO4: To provide necessary knowledge about Performance Appraisal and Career Planning						
CEO5: To give a elaborate view about Compensation Management and Grievance Redressal						
UNIT - I	Introduction to Human Resource Management					Lecture Hrs: 8
Importance-Scope and Objectives of HRM, Functions of HRM - Personal Management Vs Human Resource Management-HRM and Competitive advantage- HR as a Strategic Business Partner						
UNIT - II	Human resource planning, Recruitment and selection					Lecture Hrs: 10
Job Analysis-Uses of Job Analysis- Process of Job Analysis- Methods of Job Analysis- Methods of Human Resource Planning-Recruitment, Process, Methods and Selection Process.						
UNIT - III	Placement, Induction and Training & Development					Lecture Hrs:10
Placement and Induction, Training of Employees- Need for Training- Objectives-Methods-Training Evaluation-Executive Development Methods- Promotion and Transfer.						
UNIT - IV	Performance Appraisal and Career Planning					Lecture Hrs:10
Need and Importance- Objectives-Process- Methods and Problems of Performance Appraisal, Performance Feedback, Concept of Career Planning –Features- Methods – Uses of Career Development-Succession Planning.						
UNIT - V	Compensation Management and Grievance Redressal					Lecture Hrs:12
Compensation Planning-Objectives –Factors Influencing Compensation, Compensation for Special Groups, Sources of Grievance, Grievance Handling Procedure- Essentials of a Good Discipline System.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Demonstrate knowledge of Principles of Human Resources Management.					PO1, PO2, PO6, PSO1
CO2	Analyze the skills related to HRP, Recruitment and selection.					PO2, PO4, PO6, PSO1, PSO2
CO3	Apply the Knowledge of Placement, Induction Training & Development of Human Resource.					PO4, PO6, PSO1, PSO2
CO4	Apply Knowledge of Performance Appraisal and Career Planning.					PO5, PO6, PSO1, PSO2
CO5	Outline the concept of Compensation Management and Grievance Redressal.					PO2, PO6, PSO1,
Text Books:						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

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

Reference Books:

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

Online Learning Resources:

<https://borgenproject.org/topic-1-introduction-to-human-resources-management/>
<http://www.uou.ac.in/sites/default/files/slm/BHM-702T.pdf>
https://www.researchgate.net/publication/305954894_Human_Resource_Management_Theory_and_Practice
<https://indiafreenotes.com/umbms-performance-management-career-planning/>
<https://www.economicdiscussion.net/human-resource-management/compensation-management/32258>
<https://www.economicdiscussion.net/human-resource-management/grievance-management/31890>

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1203 : HUMANRESOURCE MANAGEMENT	C1203.1	3	2	-	-	-	2	-	-	2.3	-
	C1203.2	-	3	-	2	-	2	-	-	2.5	2
	C1203.3	-	-	-	2	-	2	-	-	2	2
	C1203.4	-	-	-	-	2	2	-	-	2	2
	C1203.5	-	2	-	-	-	2	-	-	2	-
	C1203	3	2.3	-	2	2	2	-	-	2.16	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II								
Course Code		PRODUCTION AND OPERATIONS			L	T	P	C
22MBA124		MANAGEMENT			4	0	0	4
Course Educational Objectives:								
CEO1: To understand the concepts of POM and to study about product and process designs								
CEO2: To study about facilities management and aggregate planning								
CEO3: To analyze about the different types of scheduling process and methods of inventory control								
CEO4: To study about methods of work measurement and productivity								
CEO5: To discuss about various quality control techniques								
UNIT - I		Introduction to POM				Lecture Hrs: 10		
Overview of Production and Operations Management (POM)- function-Historical Development of POM- POM scenario today.								
Product and Process Design: Product and Process Development - Manufacturing Process Technology - CAD/CAM.								
UNIT - II		Facilities Management and Aggregate Planning				Lecture Hrs: 10		
Location of Facilities - Layout of Facilities - Classification of Layouts. Aggregate Planning: Preparation of aggregate demand Forecast - Determination of Optimal Production Strategy.								
UNIT - III		Scheduling				Lecture Hrs:12		
Scheduling in Job Shop Type Production – Shop Loading -Scheduling in Mass - Continuous and Project Type Production - Line balancing - Methods of Production Control - Methods of Inventory control-EOQ, ABC analysis.								
UNIT - IV		Work Study				Lecture Hrs:10		
Method Study - Work measurement - Work Design - Work Sampling - Industrial Engineering Techniques. Productivity: Basic Concepts - Productivity Cycle - Total Productivity Model.								
UNIT - V		Quality management				Lecture Hrs:10		
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.								
Course Outcomes (CO) :								
On successful completion of the course the student will be able to						POs & PSOs related to COs		
CO1	Analyzes the concepts of POM and various designs of production					PO1, PO2, PO4, PO5, PSO1,PSO2		
CO2	Apply the knowledge on facilities management and aggregate planning					PO1, PO2, PO4, PO5, PSO1,PSO2		
CO3	Examine the scheduling process and methods of inventory control					PO1, PO2, PO4, PO5, PSO1,PSO2		



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO4	Outline the concept of work measurement and productivity	PO1, PO2, PO4, PO5, PSO1, PSO2
CO5	Explain quality control techniques	PO1, PO2, PO4, PO5, PSO1, PSO2
Text Books:		
1. Production and Operations Management Books, Prof. K.C. Jain, 2019. 2. Production and Operations Management Systems, Sushil Gupta, Martin Starr, Taylor & Francis, 2014.		
Reference Books:		
1. Production and operations Management, 3/e, Aswathappa K, Himalaya Publishing House, Mumbai, 2011. 2. Production and Operations Management, 2/e, R. Panner Selvam, PHI Learning Private Ltd., New Delhi. 2006. 3. Production and Operations Management, 5/e, Everett E. Adam, Jr. Ronald J. Ebert, PHI Learning Private Ltd., New Delhi, 2010.		
Online Learning Resources:		
https://www.managementstudyguide.com/process-design-and-analysis.html https://www.indeed.com/career-advice/career-development/aggregate-planning https://www.managementstudyguide.com/work-study-and-industrial-engineering.html https://asq.org/quality-resources/total-quality-management		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1204 : PRODUCTION AND OPERATIONS MANAGEMENT	C1204.1	3	3	-	3	3	-	-	-	3	3
	C1204.2	3	3	-	3	3	-	-	-	3	3
	C1204.3	3	3	-	2	3	-	-	-	3	2.5
	C1204.4	3	3	-	2	2	-	-	-	3	2
	C1204.5	3	3	-	3	2	-	-	-	3	2.5
	C1204	3	3	-	2.6	2.6	-	-	-	3	2.6



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II						
Course Code		RESEARCH METHODOLOGY	L	T	P	C
22MBA125			4	0	0	4
Course Educational Objectives (CEO):						
CEO1: Understand the concept / fundamentals of research and their types.						
CEO2: Understand the Research Problem and Research design.						
CEO3: Understand about sampling						
CEO4: Understand the importance of scaling & measurement techniques and data collection.						
CEO5: Understanding and applying the concept of report writing and guidelines for preparing a good research report.						
UNIT - I		Research Methodology: An Introduction			Lecture Hrs: 8	
Meaning of Research, Objectives of Research, Types of Research, Significance of Research, Research Process, Criteria of Good Research, Problems Encountered by Researchers in India, Role of computers in Research						
UNIT - II		Research Problem and Research design			Lecture Hrs: 12	
What is a Research Problem?, Defining the Research Problem , Necessity of Defining the Problem Technique Involved in Defining a Problem , Selecting the Problem						
Research design : Meaning of research design , Need for research design , Features of good design , different research designs						
UNIT - III		Sampling			Lecture Hrs:12	
What is a Sample , importance of sample , Census and Sample Survey ,sampling , Implications of a Sample Design, Steps in Sampling Design Criteria of Selecting a Sampling Procedure , Characteristics of a Good Sample Design , Different Types of Sample Designs ,determination of sample size						
UNIT - IV		Scaling techniques and Methods of Data collection			Lecture Hrs:12	
Measurement and Scaling Techniques: Measurement Scales, Sources of Error in Measurement						
Scaling: Meaning of Scaling, Scale Classification Bases, Important Scaling Techniques, Scale Construction Techniques						
Data collection: Data, Data Vs. information, Types of data, Primary and secondary Data: Collection of Primary Data - Observation Method, Interview Method, Data through Questionnaires, Data through Schedules. Collection of Secondary Data						
UNIT - V		Report Writing			Lecture Hrs:8	
Report Writing, Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, Mechanics of Writing a Research Report, Precautions for Writing Research Reports.						
Course Outcomes :						
On successful completion of the course the students will be able to					POs & PSOs related to COs	
CO1	Classify and Explain the concept / fundamentals of different types of research.				PO1, PSO1	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO2	Apply relevant research techniques.	PO1, PO2, PSO1
CO3	Use appropriate sampling techniques.	PO1, PO2, PSO1
CO4	Evaluate relevant scaling & measurement techniques and Synthesizing different techniques of data collection methods, used in research.	PO1, PO2, PO4, PSO1, PSO2
CO5	Prepare research reports.	PO1, PO2, PO4, PSO1, PSO2

Text books:	
1. Research Methodology: Methods and Techniques, C. R. Kothari, Gaurav Garg, New Age International (P) Limited Publishers, 2019. 2. Research Methodology-Methods & Techniques, C.R.Kothari, New Age International, 2008. 3. Business Research Methods, Donald R Cooper and Pamela S Schindler, 9/e, TMH Publishing Co.Ltd., 2002.	
References:	
1. Research Methods for Business – A Skill Building Approach, Uma Sekaran, John- Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2012. 2. Business Research Method, 8e, Zikmund, Babi-Carr-Adhikari-Griffin- Cengage Learning, 2004. 3. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House, 2001.	
Online Learning Resources:	
https://archive.nptel.ac.in/courses/110/107/110107114/ https://archive.nptel.ac.in/courses/121/106/121106007/	

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1205 : RESEARCH METHODOLOGY	C1205.1	3	-	-	-	-	-	-	-	3	-
	C1205.2	3	3	-	-	-	-	-	-	3	-
	C1205.3	3	3	-	-	-	-	-	-	3	-
	C1205.4	3	3	-	3	-	-	-	-	3	3
	C1205.5	3	3	-	3	-	-	-	-	3	3
	C1205	3	3	-	3	-	-	-	-	3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II						
Course Code		MANAGEMENT INFORMATION SYSTEM	L	T	P	C
22MBA126A			3	1	0	4
Course Educational Objectives:						
CEO1 : To inculcate students with comprehensive knowledge of information system and information technology for the use in business.						
CEO2 : To enable students understand the role of information system in managerial decision making.						
CEO3 : To provide knowledge on systems design, development and implementation.						
CEO4 : To apply specific knowledge of information system in functional areas of business.						
CEO5 : To enable students to manage and protect information resources.						
UNIT - I	Information and systems concepts				Lecture Hrs: 10	
Types of Information systems on organizations, Decision making process – Individual Vs. Organizational models, Managing H/W, S/W and Data Resources, I.T. Infrastructure for the organization and Digital Firm.						
UNIT - II	MIS Design				Lecture Hrs: 10	
Importance of MIS Design, Approaches for the MIS design: Traditional and Modern Approaches. MIS Growth Model.						
UNIT - III	Management support systems				Lecture Hrs:12	
Decision support systems, Expert systems. Concepts of Data mining, Data warehousing and OLAP.						
UNIT - IV	Functional Information Systems				Lecture Hrs:12	
Marketing, Manufacturing, Financial and Human resource Information Systems						
UNIT - V	Information Systems Security and Control:				Lecture Hrs:10	
Vulnerability and Abuse, Anti-Virus Packages and Systems Audit. Managing Global Information Systems						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Employ the features of Information system and Information technology in decision making process				PO1, PO2, PO6, PSO1	
CO2	Appraise the management information system design models				PO1, PO2, PSO1	
CO3	Distinguish the application of various support systems to be put in appropriate practice				PO1, PO2, PSO1	
CO4	Use the concept of sub systems and data flows in the functional areas of management.				PO1, PO2, PO6, PO7, PO8, PSO1	
CO5	Apply the measures for safety and security of information system at organizational and global level.				PO4, PSO1,PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Text Books:
1. Management Information Systems: Managing the Digital Firm, Kenneth C. Laudon, Jane Price Laudon, Pearson, 2020. 2. Management Information Systems, Kenneth C. Lauadon and Jane. P. Lauadon, Pearson Education, 2015.
Reference Books:
1. Management Information Systems, James A O 'Brien, Tata McGraw Hill, 2008. 2. Management Information Systems, Murthy CSV, Himalaya, 2013. 3. Management Information Systems, Giridhar Joshi, Oxford, 2005.
Online Learning Resources:
https://repository.dinus.ac.id/docs/ajar/Kenneth_C.Laudon,Jane_P_.Laudon_-_Management_Information_Sysrem_13th_Edition_.pdf https://www.mbaknol.com/management-information-systems/case-study-on-mis-information-system-in-restaurant/ https://archive.nptel.ac.in/courses/110/105/110105148/

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

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
	CO										
C1206A : MANAGEMENT INFORMATION SYSTEM	C1206A.1	3	3	-	-	-	3	-	-	3	-
	C1206A.2	3	3	-	-	-	-	-	-	3	-
	C1206A.3	3	3	-	-	-	2	-	-	2.7	-
	C1206A.4	3	3	-	-	-	3	-	3	3	-
	C1206A.5	-	-	-	-	3	-	3	-	3	3
	C1206A	3	3	-	-	3	2.67	3	3	2.9	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA II Semester								
Course Code		OPERATIONS RESEARCH			L	T	P	C
22MBA126B					3	1	0	4
Course Educational Objectives:								
CEO1: To provide the basic knowledge about Operation Research, importance, application areas of Operations research and various optimizing techniques in the business operations.								
CEO2: To explain optimization tools in solving the management problems through assignment and transportation models.								
CEO3: To provide knowledge on Job sequencing and applications.								
CEO4: To describe different game strategies under cut-throat competitive business environment.								
CEO5: To explain optimization tools in solving the management problems through PERT and CPM.								
UNIT - I		Introduction to Operation Research					Lecture Hrs: 10	
Introduction to OR: Meaning, Nature, Scope & Significance of OR - Business applications of Operations Research. The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P.P, Graphical method, simple problems on Simplex method: Maximization and Minimization model (exclude Duality problems)								
UNIT - II		Transportation and Assignment Problems					Lecture Hrs: 10	
Transportation Problem: Introduction, Transportation Model, Finding initial basic feasible solutions, Moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy.								
Assignment Problem – Introduction, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.								
UNIT - III		Job Sequencing					Lecture Hrs:12	
Sequencing – Job sequencing, Johnsons Algorithm for n Jobs and Two machines, n Jobs and ThreeMachines, n jobs through m machines, Two jobs and m Machines Problems and Graphs.								
UNIT - IV		Game Theory					Lecture Hrs:10	
Game Theory: Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.								
UNIT - V		Network analysis – PERT and CPM					Lecture Hrs:10	
Project Management: Network Analysis – Definition –objectives -Rules for constructing networkdiagram- Determining Critical Path – Earliest & Latest Times – Floats - Application of CPM and PERT techniques in Project Planning and Control, Project Crashing.								
Course Outcomes (CO) :								
On successful completion of the course the student will be able to							POs & PSOs related to COs	
CO1	Explain the nature, scope and significance of Operation Research and formulation of given business problem in a LPP model and solving methods.						PO1, PO2, PO4, PSO1, PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO2	Apply optimization tools for managerial problems using Assignment and transportation models.	PO1, PO2, PO4, PO5, PO7, PSO1, PSO2
CO3	Apply optimization tools for managerial problems using Job sequencing.	PO1, PO2, PO4, PO5, PO6, PO7, PSO1, PSO2
CO4	Understand and apply optimization tools for managerial problems using Game theory.	PO1, PO2, PO4, PO5, PO6, PO7, PSO1, PSO2
CO5	Make use of the skills to complete a project effectively and efficiently within the given resources.	PO1, PO2, PO4, PO5, PSO1, PSO2
Text Books:		
Text Books:		
1. Operations Research, S.D. Sharma, Kedar Nath Ram Nath, 2008. 2. Operations Research an Introduction, 9/e, Hamdy A Taha, Pearson Education, 2016.		
Reference Books:		
1. Operations Research : Principles And Applications, Srinivasan, G. , Prentice Hall India Pvt., Limited, 2017. 2. Operations Research, R.Pannerselvam, PHI Publications, 2016. 3. Operations Research, A.M.Natarajan, P.Balasubramani, A. Tamilarasi, Pearson Education. 2009. 4. Operations Research, 4/e, S.Kalavathy, 2012.		
Online Learning Resources:		
https://archive.nptel.ac.in/noc/courses/noc21/SEM1/noc21-mg43/ https://www.geektonight.com/operation-research-notes-pdf/ https://www.springer.com/series/16741		

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

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
	CO										
C1206B : OPERATION RESEARCH	C1206B.1	3	2	-	2	-	-	-	-	2.5	2
	C1206B.2	3	3	-	3	3	-	3	-	3	3
	C1206B.3	3	2	-	1	1	1	1	-	1.75	1
	C1206B.4	3	2	-	1	1	1	1	-	1.75	1
	C1206B.5	3	2	-	2	1	-	-	-	2.5	1.5
	C1206B	3	2.2	-	1.8	1.5	1	1.67	-	2.3	1.7



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II						
Course Code		GREEN BUSINESS MANAGEMENT	L	T	P	C
22MBA126C			4	0	0	4
Course Educational Objectives (CEO):						
CEO1: To make students to understand the basic perspectives of Green Business Management concepts and theories						
CEO2: To gain and apply the basic knowledge for understanding Organizational Environment						
CEO3: To provide knowledge about Eco system services and Bio-diversity.						
CEO4: To make students to understand the concepts of Environmental reporting.						
CEO5: To help the students appreciate growing needs of Green Technological dimensions, and Eco-commerce models.						
UNIT - I	Introduction to Green Management				Lecture Hrs: 8	
The Concept of Green Management; Evolution; Nature, Scope, Importance and Types; Developing a Theory; Green Management in India.						
UNIT - II	Organizational Environment				Lecture Hrs: 12	
Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and Sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of Materials, Sustainable Production and its role in Corporate Environmental Responsibility (CER).						
UNIT - III	Approaches from Ecological Economics				Lecture Hrs:10	
Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories						
UNIT - IV	Environmental Reporting and ISO 14001				Lecture Hrs:10	
Climate change business and ISO 14064;Green financing; Financial initiative by UNEP; Green energy management; Green product management						
UNIT - V	Green Techniques and Methods				Lecture Hrs:10	
Green tax incentives and rebates (to green projects and companies); Green project management in action; Business redesign; Eco-commerce models						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Examine the basic perspectives of Green Business Management concepts and theories.				PO1, PO4, PSO1,PSO2	
CO2	Apply the basic knowledge for understanding Organizational Environment.				PO1, PO2, PSO1	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO3	Apply the knowledge on Eco system services and Bio-diversity.	PO1, PO4, PSO1,PSO2
CO4	Outline the concepts of Environmental reporting.	PO1, PO4, PSO1,PSO2
CO5	Demonstrate the Knowledge on growing needs of Green Technological dimensions, and Eco-commerce models.	PO1, PO4, PSO1,PSO2
Text Books:		
1. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida, ZEW Publications, 2006. 2. The Green Energy Management Book by Leo A. Meyer, LAMA books, 2009.		
Reference Books:		
1. Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies, 1996. 2. Green Project Management by Richard Maltzman and David Shiden, CRC PressBooks, 2016. 3. Green and World by Andrew S. Winston, Yale Press B, 2009.		
Online Learning Resources:		
1. https://www.kpu.ca/business/gdba/green-business 2. https://www.bimkadapa.in/materials/GBM-5-UNITS-PDF.pdf 3. https://pdfslide.net/documents/green-management-ppt.html 4. https://www.slidegeeks.com/nature/product/green-business-powerpoint-templates-sustainable-business-ppt-slides		

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

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
	CO										
C1206C : GREEN BUSINESS MANAGEMENT	C1206C.1	2	-	-	3	-	-	-	-	2	3
	C1206C.2	2	2	-	-	-	-	-	-	2	-
	C1206C.3	2	-	-	3	-	-	-	-	2	3
	C1206C.4	2	-	-	3	-	-	-	-	2	3
	C1206C.5	2	-	-	3	-	-	-	-	2	3
	C1206C	2	2	-	3	-	-	-	-	2	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II						
Course Code		STRATEGIC MANAGEMENT	L	T	P	C
22MBA126D			4	0	0	4
Course Educational Objectives (CEO) :						
CEO1: To provide basic knowledge on Strategic Management and Environmental Scanning						
CEO2: To inculcate various aspects pertinent to Strategic analysis and choice						
CEO3: To elucidate strategic formulation and implementation						
CEO4: To provide necessary knowledge about growth and diversification strategies						
CEO5: To give a elaborate view of strategy evaluation and control						
UNIT - I	Introduction					Lecture Hrs: 7
Concepts in Strategic Management - Strategic Management Process -Environmental Scanning - Industry and Competitive analysis - Core competencies - Competitive Advantage.						
UNIT - II	Tools and Techniques for Strategic Analysis and Choice					Lecture Hrs: 10
Porter’s Five Force Model- BCG Matrix - GE model - TOWS matrix - Market Life Cycle Model - Organizational Learning and Experience Curve.						
UNIT - III	Strategy Formulation and Implementation					LectureHrs:13
Strategy Formulation at Corporate, Business and Functional Levels - Strategy Implementation - Strategy and Structure - Strategy and Leadership - Strategies for Competing in Globalizing Markets and Internet Economy.						
UNIT - IV	Growth and Diversification Strategy					Lecture Hrs:12
Turnaround Strategy– Strategies for Mergers, Acquisitions, and Joint Ventures - Meaning and Reasons of Diversification - Types of Diversification Strategies.						
UNIT - V	Strategy Evaluation and Control					Lecture Hrs:13
Process - Role of the Strategist - Problems in Measuring Performance - Strategic Information Systems - Guidelines for Proper Control -Strategic Surveillance - Strategic Audit -Strategy and Corporate Evaluation and Feedback in the Indian and International context.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Apply the techniques of environmental scanning in strategic management process					PO1, PO2, PSO1
CO2	Evaluate strategic alternatives using suitable strategic choice models and techniques					PO2, PSO1
CO3	Explain the process of strategy implementation for achieving organization goals.					PO2, PO4, PSO1,PSO2
CO4	Compare the different types of growth and diversification strategies					PO1, PSO1
CO5	Outline the methods of strategy evaluation in national and global context					PO2, PSO1
Text Books:						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

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

Reference Books:

1. Strategic Management, John A Pearce, Richard B Robinson, Amita Mital, 10/e, Tata Mc Graw Hill Education Pvt. Ltd, New Delhi, 2007.
2. Concepts in Strategic Management and Business Policy, 12/e, Wheelen & Hunger, Pearson Education, New Delhi, 2010.
3. Strategic Management Concepts and Cases, 12/e, Fred R David, Prentice Hall of India, New Delhi, 2008,
4. Strategic Management – Text and Cases, 1/e,, V.S.P.Rao, Excel Books, New Delhi, 2006.
5. Strategic Management, 1/e, P.Subba Rao, Himalaya Publishing House, Mumbai, 2009.
6. Strategic Management, 5/e, Azhar Kazmi, Adela Kazmi, McGraw Hill; 2020

Online Learning Resources:

<https://www.managementstudyguide.com/strategic-management-process.htm>
<https://www.cgma.org/resources/tools/essential-tools/porters-five-forces.html>
https://scholar.google.co.in/scholar?q=strategy+formulation+and+implementation&hl=en&as_sdt=0&as_vis=1&oi=scholar
<https://dlib.uni-svishtov.bg/handle/10610/4052>

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

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
	CQ										
C1206D : STRATEGIC MANAGEMENT	C1206D.1	2	3	-	-	-	-	-	-	2.5	-
	C1206D.2	-	2	-	-	-	-	-	-	2	-
	C1206D.3	-	2	-	3	-	-	-	-	2	3
	C1206D.4	2	-	-	-	-	-	-	-	2	-
	C1206D.5	-	3	-	-	-	-	-	-	3	-
	C1206D	2	2.5	-	3	-	-	-	-	2.3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II						
Course Code		EMPLOYABILITY SKILLS LAB	L	T	P	C
22MBA127			-	-	2	1
Course Educational Objectives:						
CEO1 : To groom students into highly competent work professionals						
CEO2 : To transform students into effective team players						
CEO3 : To develop the students ability to be successful in job interviews						
CEO4: To enable the students to exhibit their communication skills						
CEO 5 : To equip the students with overall personality development						
Learning Modules						
Module 1 - Just-a-Minute						
Module 2 - Team building						
Module 3- Time Management						
Module 4- Creativity						
Module 5 - Seminars with PPTs						
Module 6- Role Play						
Module 7 - Debates						
Module 8 - Employment Communication						
Module 9 - Group Discussion						
Module 10 - Mock Interviews						
Module 11 - Managing Stress						
Course Outcomes						
On successful completion of the course the student will be able to					POs & PSOs related to COs	
CO1	Assemble the knowledge and ideas for effective oral presentations.				PO4, PSO2	
CO2	Exhibit effective team skills through participation in group activities				PO5, PSO2	
CO3	Apply the necessary skills and win job interviews				PO2, PSO1	
CO4	Derive the required professional and career competence skills				PO1, PSO1	
CO5	Develop their Personality over the lifelong learning environment				PO3, PSO2	
Text Books:						
1. Communication and soft skills-a stepping stone for a better career, Sherine Akkara Joy, 2012.						
2. Soft Skills, Manmohan Joshi, 2017.						
Reference Books:						
1. Succeeding in Interviews, 1/e, Subhash Jagota, Excel Books, New Delhi, 2010.						
2. Soft Skills Crucial in Global Engineering Services, 2/e, Variyar, Sharath Kumar, Kogan Page, New Delhi, 2009.						
3. Coaching for Change,1/e, Kaye Thorne, Viva Books, New Delhi, 2005.						
4. A-Z Guide To Job Searching,1/e, Andra Shavick, Kogan Page, New Delhi, 2004.						
5. How To Motivate people, 2/e, Patric Forsyth, Kogan Page, New Delhi, 2008.						
Online Learning Resources:						
https://amolshakadwipi.files.wordpress.com/2018/09/soft-skills-lab-manual_snjb.pdf						
https://www.studocu.com/in/document/savitribai-phule-pune-university/computer-						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

engineering/soft-skills-lab-manual-for-se-comp-student/21087963
<https://soaneemrana.org/onewebmedia/SOFT%20SKILL%20DEVELOPMENT%20LAB%20SEM%206.pdf>

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C1207 : EMPLOYABILITY SKILLS LAB	C1207.1	-	-	-	3	-	-	-	-	-	3
	C1207.2	-	-	-	-	3	-	-	-	-	3
	C1207.3	-	3	-	-	-	-	-	-	3	-
	C1207.4	3	-	-	-	-	-	-	-	3	-
	C1207.5	-	-	3	-	-	-	-	-	-	3
	C12067	3	3	3	3	3	-	-	-	3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

I MBA – Semester - II						
Course Code		DIGITAL MARKETING LAB	L	T	P	C
22MBA128			0	0	2	1
Course Educational Objectives:						
CEO1: To provide basic knowledge on digital marketing CEO2: To familiarize students with an understanding of digital media usage in business CEO3: To develop the critical insights necessary to succeed in digital and social media marketing CEO4: To enrich the learner with essential practices of marketing in the digital economy. CEO5: To provide hands on experience in digital marketing techniques.						
UNIT - I	Content Creation					Lab Hrs: 10
Introduction to content creation – Process of content creation – Content Creation for products.						
UNIT - II	E-Mail Marketing					Lab Hrs: 6
Importance of E-mail marketing – Applications of e-mail marketing – Creating marketing e-mails						
UNIT - III	Blog Marketing					Lab Hrs: 6
Importance of blogs – Blog platforms – Creating and promoting blogs						
UNIT - IV	Search Engine Optimization					Lab Hrs: 6
Meaning of SEO – Importance of SEO – Key words – Application of Techniques of SEO						
UNIT - V	Social Media Marketing					Lab Hrs: 8
Types of Popular Social Media – Creating Video content – Facebook page creation – Instagram promotion of products						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Create content relating to product, services and information sharing.					PO4, PSO2
CO2	Apply the knowledge of drafting business oriented mails.					PO1, PSO1
CO3	Develop blogs, add contents and promote the blogs.					PO5, PSO2
CO4	Apply the techniques of Search Engine Optimization to increase page views.					PO2, PSO1
CO5	Examine the various social media and develop suitable business content.					PO7, PSO1
Text Book:						
1. Digital Marketing For Dummies, 11/e, Ryan Deiss,Russ Henneberry, , Wiley-VCH, 2018.						
Reference Books:						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

1. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation by Damian Ryan, Kogan Page Publisher, 2017.
2. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Publisher Wile, 2018.

Online Learning Resources:

<https://www.adobe.com/creativecloud/video/hub/ideas/tips-for-marketing-videos>
<https://sproutsocial.com/insights/video-marketing-strategy/>
<https://www.coursera.org/lecture/marketing-plan/3-1-2-online-video-marketing-content-ads-campaigns-process-STh3x>
<http://www.digimat.in/nptel/courses/video/110104070/L42.html>
<https://www.digitalmarketer.com/digital-marketing/assets/pdf/ultimate-guide-to-digital-marketing.pdf>

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

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
	CO										
C1208 : DIGITAL MARKETING LAB	C1208.1	-	-	-	3	-	-	-	-	-	3
	C1208.2	3	-	-	-	-	-	-	-	3	-
	C1208.3	-	-	-	-	3	-	-	-	-	3
	C1208.4	-	3	-	-	-	-	-	-	3	-
	C1208.5	-	-	-	-	-	-	3	-	3	-
	C1208	3	3	-	3	3	-	3	-	3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	C
22MBA231			4	0	0	4
Course Educational Objectives:						
CEO1: To provide knowledge about Principles of International Business						
CEO2: To inculcate various aspects pertinent to International Trade						
CEO3: To elucidate MNCs						
CEO4: To provide necessary knowledge about various ethical aspects of International Business						
CEO5: To give a elaborate view about future of international business						
UNIT - I	International Business				Lecture Hrs: 10	
Meaning, Goals of International Business, Approaches of International business: Ethnocentric Approach, Polycentric Approach, Regio Centric Approach, and Geocentric Approach. International Business - Advantages and Problems.						
UNIT - II	Theories of International Trade				Lecture Hrs: 10	
Heckscher Ohlin’s theory of relative factor endowments, Porters National Competitive Advantage theory, Global Strategic Rivalry Theory, Product Life Cycle Theory, Country Similarity Theory						
UNIT - III	Multi National Corporations (MNCs)				Lecture Hrs:12	
Factors in growth of MNCs, Advantages and Disadvantages of Multi National Corporations. Approaches to Organizational Structures of MNCs: Product Organizational Structure, Virtual Organizational Structures, Matrix Organizational Structure.						
UNIT - IV	Controlling International Business and Ethics in International Business				Lecture Hrs:12	
Problems in Control of International Business, Performance Indicators of International Business. Ethical values in global business.						
UNIT - V	Future of International Business				Lecture Hrs:10	
Virtual International Business, Re engineering International Business Processes, E-Auctioning, E-Banking, E-Trading, Virtual Currencies.						
Course Outcomes:						
On successful completion of the course the student will be able to					POs & PSOs related to COs	
CO1	Demonstrate the knowledge of International business Principles				PO1, PO2, PSO1	
CO2	Apply Theories of International Trade in global business practices.				PO2, PO4, PSO1,PSO2	
CO3	Demonstrate the knowledge of MNCs				PO2, PO4, PSO1,PSO2	
CO4	Apply Ethical principles in international business				PO1, PO4,	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

		PSO1, PSO2
CO5	Outline the Future of International Business	PO2, PSO1
Text Books:		
1. International Business, Subbarao.P, Himalaya Publication, 2013. 2. International Business Management, Dewan (Discovery), 1996.		
References Books:		
1. International Business (Addison Wesley), 16/e, John D. Daniels, Prashant Salwan, Daniel P. Sullivan and Lee H., Pearson Education, 2019. 2. V.K. Bhalla: International Business Environment and Management, Anmol Publications, 2010. 3. Anant K. Sundaram & Stewart black: International Business Environment (Prentice Hall), 1994. 4. Ajobh: Global Competitiveness (Excel), 2008.		
Online Learning Resources:		
https://onlinecourses.nptel.ac.in/noc20_mg54/preview https://archive.nptel.ac.in/courses/110/107/110107145/ https://onlinecourses.swayam2.ac.in/cec20_mg12/preview		

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

Course	CO \ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2301 : INTERNATIONAL BUSINESS MANAGEMENT	C2301.1	3	2	-	-	-	-	-	-	2.5	-
	C2301.2	-	3	-	3	-	-	-	-	3	3
	C2301.3	-	2	-	2	-	-	-	-	2	2
	C2301.4	3	-	-	3	-	-	-	-	3	3
	C2301.5	-	3	-	-	-	-	-	-	3	-
	C2301	3	2.5	-	2.67	-	-	-	-	2.7	2.67



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		BUSINESS ETHICS AND CORPORATE GOVERNANCE	L	T	P	C
22MBA232			4	0	0	4
Course Educational Objectives (CEO):						
CEO1 : To give awareness to students on business ethics						
CEO2 : To make them to understand about ethics in Finance, Marketing and HRM						
CEO3 : To create knowledge on Ethical value system						
CEO4 : To enable students about importance of Corporate Governance						
CEO5 : To build knowledge on global issues in Corporate Governance						
UNIT - I	Introduction to Business Ethics					Lecture Hrs: 10
Meaning of Ethics – Definition - Types of Ethics - Ethics and Business - Importance and Scope of Ethics - Factors influencing Business Ethics - Objectives of Business Ethics - Ethical Dilemmas - Whistle Blowing -Morality and Ethics.						
UNIT - II	Ethics in Finance, Marketing and HRM					Lecture Hrs: 12
Insider Trading - Ethical Investments - Ethics in Market Place - Ethics in Advertising and Promotion - Ethics in Recruitment and Selection Process - Ethics at Work Place.						
UNIT - III	The Ethical Value System					Lecture Hrs:10
Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes - Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics.						
UNIT - IV	Corporate Governance					Lecture Hrs:12
Meaning- Role-Importance of Corporate Governance- Roles of Directors- Role of Auditors- Role of Shareholders and Stakeholders. E-Governance in India.						
UNIT - V	Global Issues in Corporate Governance					Lecture Hrs:10
Corporate Scams - Committees in India – Information Security and Threats-Combating Cyber Crime						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Explain the concepts of moral, ethics and values from individual and organizational perspective					PO1, PO3, PO4, PO5, PO6, PSO1, PSO2
CO2	Apply ethical principles in functional areas of management					PO1, PO3, PO4, PO5, PO6, PO7, PO8, PSO1, PSO2
CO3	Analyze the ethical theories and value system applicable for individuals and organizations					PO1, PO3, PO4, PO5, PO6, PSO1, PSO2
CO4	Outline the concept of corporate governance and the role of stakeholders					PO1, PO3, PO4, PO5, PO6, PSO1, PSO2
CO5	Analyze the corporate governance practices to combat issues that arise globally					PO1, PO3, PO4, PO5, PO6, PSO1, PSO2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Text Books:

1. Business Ethics, 6/e, A.C.Fernando, Pearson Education, New Delhi, 2019.
2. Corporate Governance, Bob Tricker, Oxford Publications, 2009.
3. Business Ethics, C.S.V.Murthy, Himalaya Publishers, Mumbai, 2011.
4. Business Ethics, 5/e, Velasquez, M.G, Pearson Education, New Delhi, 2013.

Reference Books:

1. Business Ethics and Corporate Governance, K. Viyyanna Rao, G. Naga Raju, I.K. International Publishing House Pvt. Limited, 2017.
2. Business Ethics, Sandy Mc Millan, Kogan Publishers, New Delhi, 2007.
3. Business Ethics: Concepts and Cases, Joseph.W.Weiss, Cengage Publishers, New Delhi, 2009.

Online Learning Resources:

<https://corporatefinanceinstitute.com/resources/knowledge/other/business-ethics/>
<https://plato.stanford.edu/entries/moral-theory/>
<https://corpgov.law.harvard.edu/2016/09/08/principles-of-corporate-governance/>
<https://www.acc.com/resource-library/top-ten-issues-corporate-governance-practices-india>

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2302 : BUSINESS ETHICS AND CORPORATE GOVERNANCE	C2302.1	2	-	2	2	2	2	-	-	2	2
	C2302.2	2	-	3	2	2	2	-	-	2	2.3
	C2302.3	2	-	3	1	2	3	-	-	2.5	2
	C2302.4	2	-	1	1	2	1	-	-	1.5	1.3
	C23012.5	2	-	1	2	1	1	-	-	1.5	1.3
	C2302	2	-	2	1.6	1.8	1.8	-	-	1.9	1.8



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		COST AND MANAGEMENT ACCOUNTING	L	T	P	C
22MBA233A			3	1	0	4
Course Educational Objectives (CEO):						
CEO1: To provide knowledge on Cost and management Accounting, Apportionment of Overheads and Calculation of Machine Hour Rate.						
CEO2: To develop skills for the application of costing for specific industries						
CEO3: To give an elaborate view on marginal costing and its importance in managerial decisions.						
CEO4: To understand the application of break-even analysis to solve various business problems.						
CEO5: To make the students understand about the various budgets and Evaluation of various variances using variance analysis.						
UNIT - I	Introduction to Cost and Management Accounting				Lecture Hrs: 8	
Management Accounting vs. Cost Accounting vs. Financial Accounting - Role of Accounting Information in Planning and Control - Cost Concepts and Managerial Use of Classification of Costs - Direct and Indirect Expenses - Allocation and Apportionment of Overheads - Calculation of Machine Hour Rate.						
UNIT - II	Costing for Specific Industries				Lecture Hrs: 12	
UNIT Costing - Job Costing - Cost Sheet – Tender and Process Costing and their Variants - Treatment of Normal Losses and Abnormal Losses – Inter - Process Profits - Costing for By-products and Equivalent Production.						
UNIT - III	Marginal Costing				Lecture Hrs:12	
Introduction, Application of Marginal Costing in Terms of Cost Control - Profit Planning - Closing Down a Plant - Dropping a Product Line - Fixation of Selling Price - Make or Buy Decisions - Key or Limiting Factor - Selection of Suitable Product Mix -Desired Level of Profits - Closing Down or Suspending Activities.						
UNIT - IV	Break-Even Analysis (BEA)				Lecture Hrs:12	
Concept of Cost-Volume-Profit Relationship -Mechanics of BEA - Determination of Break Even Point (BEP) - Break-Even - Graph -Assumptions of BEP – Importance - Margin of Safety - Angle of Incidence - Application of BEP for Various Business Problems.						
UNIT - V	Budgetary Control and Analysis of Variance				Lecture Hrs:12	
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.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Understand the concept of Cost and Management Accounting, Apportionment of Overheads and calculation of Machine Hour Rate				PO1, PO8, PSO1,	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO2	Apply the knowledge on application of costing methods for specific industries.	PO1, PO2, PO5, PO8, PSO1, PSO2
CO3	Demonstrate the importance of marginal costing in managerial decisions in manufacturing enterprises	PO1, PO2, PO5, PO8, PSO1, PSO2
CO4	Apply the knowledge of break-even analysis to solve the various business problems	PO1, PO2, PO5, PO8, PSO1, PSO2
CO5	Develop the various budgets and Evaluate the material, labour and sales variances using variance analysis.	PO1, PO2, PO5, PO8, PSO1, PSO2

Text Books:

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

Reference Books:

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

Online Learning Resources:

<https://archive.nptel.ac.in/courses/110/107/110107127/>
<https://nptel.ac.in/courses/110101132>
<https://www.digimat.in/nptel/courses/video/110101132/L01.html>
<http://www.digimat.in/nptel/courses/video/110101003/L26.html>

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2303A : COST AND MANAGEMENT ACCOUNTING	C2303A.1	2	-	-	-	-	-	-	2	2	-
	C2303A.2	2	2	-	-	2	-	-	2	2	2
	C2303A.3	3	3	-	-	2	-	-	2	2.7	2
	C2303A.4	3	3	-	-	2	-	-	3	3	2
	C2303A.5	2	2	-	-	2	-	-	3	2.3	2
	C2303A	2.4	2.5	-	-	2	-	-	2.4	2.4	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		RETAILING MANAGEMENT	L	T	P	C
22MBA233B			4	0	0	4
Course Educational Objectives (CEO):						
CEO1: To provide basic knowledge on Retailing, its functions and e retailing CEO2: To create awareness and understanding on retail Merchandise Management CEO3: To make comprehend of retail pricing and communication strategies CEO4: To provide necessary knowledge about various aspects of retail store management CEO5: To give an elaborate view of retail store location strategies						
UNIT - I	Introduction:				Lecture Hrs: 10	
Retailing, Definition and Importance to Economy – Functions of Retailing –Types of Retailing –FDI in Indian Retailing. E-retailing- Functions, Development of E-Retailing, E-retailing in India.						
UNIT - II	Merchandise Management:				Lecture Hrs: 10	
Meaning of merchandising – Factors Affecting the Merchandising Function – Process of Merchandise Planning – Method of Procuring Merchandise - Evaluating Merchandise Performance- private labels.						
UNIT - III	Pricing and Communication Strategies:				Lecture Hrs:12	
Retail Pricing Strategies – Approaches for Setting Prices – Price Adjustments – Using Price to Stimulate Retail Sales – Retail Communication Mix- CRM in Retailing.						
UNIT - IV	Store Management:				Lecture Hrs:12	
Components of Store Operations – Objectives of a Good Store Design – Store Layout – Space Planning– Merchandise Presentation Techniques – Atmospherics Measuring Retail Store and Space Performance-Retail store Branding-Technology in Retailing.						
UNIT - V	Location Strategy				Lecture Hrs:10	
Types of Retail Locations- Shopping Centers, Central Business Districts and Free Standing Sites –Location and Retail Strategy – Factors Affecting the Attractiveness of a Site – Methods of Evaluating a Trade Area.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Explain the importance of Retailing/e-retailing to economy and its functions.				PO1, PO7, PSO1	
CO2	Analyze the policies related to retail Merchandise Management.				PO2, PO7, PSO1,	
CO3	Apply appropriate frameworks to develop retail marketing strategy.				PO2, PO7, PSO1,	
CO4	Describe the process of retail store management and evaluate the store performance.				PO1, PO7, PSO1,	
CO5	Examine the retail location strategies.				PO7, PSO1	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Text Books:

1. Retail Management, 3/e, Suja Nair, Himalaya Publishing House, Mumbai, 2010.
2. Retailing Management, 9/e, Michael Levy, Barton Weitz, Dhruv Grewal, McGraHill, 2021.

Reference Books:

1. Retailing Management Text and cases, 3/e, Swapna Pradhan, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2009.
2. Retailing Management, 6/e, Levy, Weitz and Pandit, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008.
3. Retail Marketing Management, 6/e, David Gilbert, Pearson Education, New Delhi, 2005.

Online Learning Resources:

<https://www.icmrindia.org/e-books/Case%20studies%20in%20Retail%20Management%20Volume-II.htm>
https://onlinecourses.nptel.ac.in/noc22_mg51/preview
<https://www.buytestseries.com/OnlineCourses/Retail-Management-MBA-Video-Lecture-USB>

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2303B : RETAILING MANAGEMENT	C2303B.1	3	-	-	-	-	-	3	-	3	-
	C2303B.2	-	3	-	-	-	-	3	-	3	-
	C2303B.3	-	2	-	-	-	-	3	-	2.5	-
	C2303B.4	3	-	-	-	-	-	3	-	3	-
	C2303B.5	-	-	-	-	-	-	3	-	3	-
	C2303B	3	2.5	-	-	-	-	3	-	2.9	-



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		TALENT MANAGEMENT	L	T	P	C
22MBA233C			4	0	0	4
Course Educational Objectives:						
CEO1: To acquire and understand the basic concepts of Talent Management.						
CEO2: To understand about Talent Management System and Competency mapping.						
CEO3: To make awareness on talent management process in business.						
CEO4: To understand Talent Management strategies						
CEO5: To understand the contribution of talent in accomplishment of individual and corporate objectives.						
UNIT - I	Introduction to Talent Management					Lecture Hrs: 8
Talent Management: Meaning and significance of talent management - attracting talent, retaining talent- Consequences of Failure in Managing Talent, Tools for Managing Talent Management.						
UNIT - II	Talent Management System and Competency Mapping					Lecture Hrs: 12
Introduction- Factors of Talent Management System - Building Blocks of Effective Talent Management System - Elements of Talent Management System						
Competency Mapping : Features of competency mapping, approaches to mapping, Competency mapping procedures and steps						
UNIT - III	Life Cycle of Talent Management					Lecture Hrs:10
Introduction- Talent Management Process -Linkage between Talent Management Process and Workforce - Essentials of Talent Management process- performance linked career planning.						
UNIT - IV	Approaches to Talent Management					Lecture Hrs:8
Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management						
UNIT - V	Talent Planning and Acquisition					Lecture Hrs:12
Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program.						
Talent Acquisition: Strategic Trends in Talent Acquisition.						
Talent Engagement and Retention: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Explain the basic concepts of Talent Management.					PO1, PO2, PO3, PO6, PSO1, PSO2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO2	Apply the concept of talent management system and competency mapping.	PO1, PO2, PO3, PO6, PSO1, PSO2
CO3	Demonstrate the knowledge of talent management process in business.	PO1, PO2, PO3, PO6, PSO1, PSO2
CO4	Examine talent management strategies.	PO1, PO2, PO3, PO6, PSO1, PSO2
CO5	Outline the contribution of talent in accomplishment of individual and corporate objectives.	PO1, PO2, PO3, PO6, PSO1, PSO2
Text Books:		
1. Talent Management: How to Attract and Keep the Best People (The High Performance Series), Mark Miller, 2018. 2. The Talent Management Handbook, 3/e, Creating a Sustainable Competitive Advantage, Lance Berger, 2004.		
Reference Books:		
1. Berger L.A and Berger D.R, The Talent management handbook, McGraw Hill Education India, 2017. 2. Lawler III, Edward E, Talent: Managing Talent Retention, An ROI Approach, A Wiley Imprint-2008.		
Online Learning Resources:		
https://www.spiceworks.com/hr/talent-management/articles/what-is-talent-management/ https://www.smartrecruiters.com/resources/glossary/talent-acquisition/ https://artofmentoring.net/systemic-talent-life-cycle/ https://blog.vantagecircle.com/employee-engagement-activities/		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2303C : TALENT MANAGEMENT	C2303C.1	2	2	1	-	-	3	-	-	2.3	1
	C2303C.2	2	2	1	-	-	3	-	-	2.3	1
	C2303C.3	2	2	2	-		3		-	2.3	2
	C2303C.4	2	2	1	-	-	3	-	-	2.3	1
	C2303C.5	2	2	1	-	-	3	-	-	2.3	1
	C2303C	2	2	1.2	-	-	3	-	-	2.3	1.2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III								
Course Code		ENTERPRISE RESOURCE PLANNING			L	T	P	C
18MBA233D					3	1	0	4
Course Educational Objectives:								
CEO1: To provide basic understanding of Enterprise Resource Planning.								
CEO2: To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.								
CEO3: To enrich the students with Enterprise Resource Planning implementation practice and challenges.								
CEO4: To understand the different ERP packages and Implementation process in different organizations.								
CEO5: To upgrade with the knowledge with EAI Technology and future of Enterprise Resource Planning.								
UNIT - I		Introduction to ERP					Lecture Hrs: 8	
Characteristics of ERP - Need for ERP - Advantages of ERP -Business Process Reengineering - Data Warehousing - Data Mining.								
UNIT - II		ERP Business Modules					Lecture Hrs: 14	
Finance – Manufacturing - Human Resource Management - Inventory Control Management - Sales and Distribution Management - Quality Management – CRM -SCM.								
UNIT - III		ERP Implementation					Lecture Hrs:11	
Implementation Challenges – Strategies – Life Cycle - Pre-Implementation Tasks – Requirements Definition – Methodologies – Package Selection – Project Teams – Process Definitions – Vendors and Consultants – Data Migration – Project Management– Post Implementation Activities.								
UNIT - IV		ERP Market Place					Lecture Hrs:9	
Market Place Dynamics - Changing ERP Market in Indian Scenario - SAP AG - PeopleSoft - Baan Company - Oracle Corporation – QAD - Software System Associates - JD Edwards World Solution Company.								
UNIT - V		ERP Present and Future					Lecture Hrs:8	
Enterprise Integration Application (EIA) - ERP and Ecommerce - ERP and Internet - Future Directions in ERP.								
Course Outcomes:								
On successful completion of the course the student will be able to,						POs & PSOs related to COs		
CO1	Classify the enterprise software, and outline its role in integrating business functions.					PO1, PO2, PSO1		



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO2	Analyze the strategic options for ERP identification and adoption in different types of business modules.	PO1, PO2, PO4, PO6, PO7, PO8, PSO1, PSO2
CO3	Create reengineered business processes for successful ERP implementation and design the ERP implementation strategies.	PO1, PO4, PO5, PSO1
CO4	Analyze the different ERP packages and Implementation process in different organizations.	PO1, PO2, PO4, PO5, PSO1
CO5	Analyze the enterprise integration applications and future directions in ERP.	PO1, PO2, PSO1
Text Books:		
1. Enterprise Resource Planning, 4/e, Alexis Leon, Tata McGraw Hill, 2019. 2. Enterprise Resource Planning Demystified, 1/e, Alexis Leon, Tata McGraw-Hill Publishing India Ltd., New Delhi, 2008.		
Reference Books:		
1. Managerial Issues on ERP Systems, 1/e, David L. Olson, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2009. 2. Enterprise Resource Planning, Concepts and Practice, 2/e, Vinod Kumar Garg and N.K. Venkitakrishnan, Hall of India Pvt. Ltd., New Delhi, 2007.		
Online Learning Resources:		
https://alison.com/course/enterprise-resource-planning-and-management http://www.nitttrc.edu.in/nptel/courses/video/110105083/L10.html		

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

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
	CO										
C2303D : ENTERPRISE RESOURCE PLANNING	C2303D.1	3	3	-	-	-	-	-	-	3	-
	C2303D.2	3	3	-	3	-	3	3	3	3	3
	C2303D.3	2		-	3	3	-	-	-	2	3
	C2303D.4	3	3	-	3	3	-	-	-	3	3
	C2303D.5	3	3	-	-	-	-	-	-	3	-
	C2303D	2.8	3	-	3	3	3	3	3	2.8	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		FINANCIAL INSTITUTIONS AND SERVICES	L	T	P	C
18MBA234A			4	0	0	4
Course Educational Objectives:						
CEO1: To provide knowledge on banking financial institutions.						
CEO2:To know about non-banking financial institutions.						
CEO3: To understand asset/fund based financial services.						
CEO4: To provide necessary knowledge about Fee-based/advisory services.						
CEO5: To give a broad view about infrastructure financing.						
UNIT - I		Banking Financial Institutions	Lecture Hrs: 8			
Public and Private Sectors- Structure, Banking Innovations, Commercial and Co-operative Banks.						
UNIT - II		Non-banking Financial Institutions	Lecture Hrs: 12			
Mutual Funds - Growth of Indian Mutual Funds and its Regulations - Role of AMFI - Insurance Companies - Role of IRDA.						
UNIT - III		Asset/Fund based Financial Services	Lecture Hrs:10			
Lease Finance, Consumer Credit and Hire Purchase Finance. Factoring - Definition, Functions, Advantages - Venture Capital Financing.						
UNIT - IV		Fee-Based/Advisory Services	Lecture Hrs:8			
Stock Broking, Credit Rating, Investment Banking - Introduction, Functions and Activities, Underwriting.						
UNIT - V		Infrastructure Financing	Lecture Hrs:12			
Credit Syndication - House finance – Insurance Services - Mortgage Guarantee Service, Micro finance.						
Course Outcomes:						
On successful completion of the course the student will be able to,			POs & PSOs related to COs			
CO1	Demonstrate the Knowledge of banking and financial institutions and banking innovations.		PO1, PSO1			
CO2	Outline the role of non-banking financial institutions and AMFI & IRDA		PO1, PSO1			
CO3	Demonstrate knowledge on asset/fund based financial services.		PO1, PO2, PO5, PO8, PSO1, PSO2			
CO4	Apply Knowledge on Fee-based/advisory services.		PO1, PO2, PO8, PSO1			
CO5	Analyze the infrastructure financing (House finance, Insurance Services and Micro finance)		PO1, PO2, PO8, PSO1			
Text Books:						
1. Financial Institutions and Markets: Structure, Growth & Innovation, 6/e, L M Bhole, Jithendra Mahakud, McGraw Hill, 2017.						
2. The Indian Financial System and Development, Revised Edition, Vasant Desai, Himalaya Publishing House Pvt. Ltd., India, 2011.						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Reference Books:

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

Online Learning Resources:

https://onlinecourses.nptel.ac.in/noc20_mg10/preview
<https://archive.nptel.ac.in/courses/110/105/110105121/>
https://onlinecourses.swayam2.ac.in/imb20_mg17/preview

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2304A : FINANCIAL INSTITUTIONS AND SERVICES	C2304A.1	2	-	-	-	-	-	-	-	2	-
	C2304A.2	2	-	-	-	-	-	-	-	2	-
	C2304A.3	2	3	-	-	3	-	-	3	2.7	3
	C2304A.4	2	3	-	-	-	-	-	2	2.3	-
	C2304A.5	2	3	-	-	-	-	-	3	2.7	-
	C2304A	2	3	-	-	3	-	-	2.67	2.3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		CONSUMER BEHAVIOR	L	T	P	C
22MBA234B			4	0	0	4
Course Educational Objectives:						
CEO1: To provide understanding on behavior of consumer						
CEO2: To impart knowledge on various environmental aspects of Business						
CEO3: To make understand about communication and theories of buyer behavior models						
CEO4: To learn about consumer decision process						
CEO5: To provide knowledge on Consumerism						
UNIT - I	Introduction to consumer behavior					Lecture Hrs: 8
Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions- consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.						
UNIT - II	Social and Cultural Environment					Lecture Hrs: 12
Economic, Demographic, Cross Cultural and socio-cultural influences, Social Stratification, Reference Groups and family influences, personal influence.						
UNIT - III	Communication and Consumer Behavior					Lecture Hrs:10
Process, designing persuasive communication and diffusion of Innovations. Models of Buyer behavior-Howard – Sheth Model, EKB Model, Webster and Wind Model.						
UNIT - IV	Consumer Decision Process					Lecture Hrs:8
High and Low Involvement, Pre-purchase processes, Purchase ,post purchase process, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.						
UNIT - V	Consumerism					Lecture Hrs:12
The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues. Consumer protection Act 2019, Consumer disputes Redressal agencies and Commission.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Analyze the consumer buying behavior and identify the internal factors influencing the consumer behaviour				PO1, PO2, PO7, PSO1,	
CO2	Examine the external factors influencing the consumer behavior.				PO1, PO4, PO7, PSO1, PSO2	
CO3	Examine the communication process and models of consumer behaviour.				PO1, PO2, PO4, PO7, PSO1, PSO2	
CO4	Analyze the consumer decision making process and purchase behavior.				PO1, PO2, PO4, PO7, PSO1, PSO2	
CO5	Explain the consumer safety and protection measures.				PO1, PO4, PO7, PSO1, PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Text Books:
1. Consumer Behaviour in Indian Perspective, Suja R.Nair, Himalaya, 2021. 2. Consumer Behavior, 8/e, Schiff man, L.G and Kanuk L.L, Pearson, 2009.
Reference Books:
1. Consumer Behaviour The Indian context (concepts and cases), Ramesh Kumar, Pearson Education, 2017. 2. Consumer Behaviour, Subash Mehta, Cengage India, 2021. 3. Consumer Behaviour, Leon G. Scistman & Leslie Leaserkarmal, PHI,1991.
Online Learning Resources:
https://archive.nptel.ac.in/courses/110/105/110105074/ https://backup.pondiuni.edu.in/sites/default/files/Consumer%20Behaviour200813_0.pdf https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CB_Lecture%20_Notes.pdf

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2304B : CONSUMER BEHAVIOR	C2304B.1	3	3	-	-	-	-	3	-	3	-
	C2304B.2	3	-	-	2	-	-	3	-	3	2
	C2304B.3	3	3	-	2	-	-	3	-	3	2
	C2304B.4	3	3	-	2	-	-	3	-	3	2
	C2304B.5	3	-	-	2	-	-	3	-	3	2
	C2304B	3	3	-	2	-	-	3	-	3	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III					
Course Code	TRAINING AND DEVELOPMENT	L	T	P	C
18MBA234C		4	0	0	4
Course Educational Objectives (CEO):					
CEO1 : To make students understand the basic perspectives of training and development and various models of training.					
CEO2 : To provide the basic knowledge on career management concepts.					
CEO3 : To provide the conceptual knowledge and adaptive vocational and generic skills, reflect essential knowledge, skills or attitudes, focus on results of the learning experience.					
CEO4 :To provide the students with the conceptual framework and theories that are essential in organizational behavior					
CEO5 : To Make the students understand about the various methods of training program and process of evaluation of training.					
UNIT - I	Training and Development				Lecture Hrs: 10
Introduction, Significance - Training Process - Models of Training - Systematic Model, Transition Model, Systems Approach to Training.					
UNIT - II	Career Management				Lecture Hrs: 12
Concept and Significance - Models of Career Development (Career Stages) - Roles of Employees, Managers, Human Resource Managers and Company in Career Management					
UNIT - III	Managers Training Centre in Organisation				Lecture Hrs:12
Role of External Agency in T & D, Training as Consultancy - Issues on Training: Location, Duration, Assumptions, Goals and Techniques –Cost of Training – Training Budget - Selection of Trainees and its Criteria.					
UNIT - IV	Training Needs Assessment				Lecture Hrs:12
Training Needs Analysis - Organization Analysis, Person Analysis, Task Analysis, Need Assessment Techniques and Advantages. Training Design: Designing a Training Module (Cross Cultural Leadership, Training the Trainer, Change), Lesson Plans. Training Implementation: Approaches, Seating Arrangements, Training of Trainees, Training Aids, Teaching and Facilitation Skills.					
UNIT - V	Training and Development Methods				Lecture Hrs:10
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.					



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

On successful completion of the course the student will be able to		POs & PSOs related to COs
CO1	Outline the basic concepts of training and development program and its models.	PO1, PO2, PO6, PSO1
CO2	Identify the various career management concepts to choose their career objectives.	PO1, PO2, PO3, PO4, PO6, PSO1, PSO2
CO3	Demonstrate the various responsibilities and issues of training program.	PO1, PO2, PO5, PO6, PSO1, PSO2
CO4	Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	PO1, PO2, PO5, PO6, PSO1, PSO2
CO5	Analyze the HR activities and provides the opportunities to develop their knowledge and skills in all areas of human resource management.	PO1, PO2, PO4, PO5, PO6, PSO1, PSO2
Text Books:		
1. Training And Development (Text And Cases), 1/e, Amita Yadav Dr. Rajanikant Verma, Bharti Publications, New Delhi, 2022. 2. Training in Organizations, 4/e, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth, 2009. 3. Employee Training & Development, 6/e Raymond A Noe, Tata McGraw-Hill, New Delhi, 2013.		
Reference Books:		
1. Effective Training, 5/e, James Thacker, Nick P. Blanchard, V Anand Ram, Prentice Hall India, New Delhi, 2012. 2. Training and Development, 3/e, Rolf P Lynton and UdaiPareek, SAGE Publications, New Delhi. 2011 3. Training in Organizations, 4/e, Irwin L Goldstein, J Kevin Ford, Thomson, Wadsworth, 2009.		
Online Learning Resources:		
https://corehr.wordpress.com/2013/05/15/training-and-development-methods/ https://www.valamis.com/hub/employee-development-methods https://www.managementstudyguide.com/career-management.htm https://www.marketing91.com/training-needs-assessment/		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2304C : TRAINING AND DEVELOPMENT	C2304C.1	3	2		-	-	3	-	-	2.7	-
	C2304C.2	3	2	3	3	-	3	-	-	2.7	3
	C2304C.3	3	3	-	-	3	3	-	-	3	3
	C2304C.4	3	3	-	-	3	3	-	-	3	3
	C2304C.5	3	3	-	3	3	3	-	-	3	3
	C2304C	3	2.6	3	3	3	3	-	-	2.88	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
22MBA234D			4	0	0	4
Course Educational Objectives:						
CEO1 : To create insight and new learning in the area of customer relationship management.						
CEO2: To enable students to apply critical skills necessary for building and managing relationships with customers.						
CEO3 : To provide knowledge on retaining and managing customers.						
CEO4 : To create insight on use of technology in customer relationship management.						
CEO5 : To enable students to implement effective customer relationship system.						
UNIT - I	Conceptual Foundation of CRM					Lecture Hrs: 8
Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship Selling Concept.						
UNIT - II	CRM in Consumer Markets					Lecture Hrs: 12
Customer Service and Contact Centers for CRM –Customer Satisfaction and Loyalty						
UNIT - III	Customer Acquisition					Lecture Hrs:10
Retention and Development - Complaint Management –Sales Force Automation						
UNIT - IV	Technological Tools for CRM					Lecture Hrs:8
Components of CRM Solutions – Product Offerings in the CRM Market – Comparison of Sibel, Oracle, My SAP, People Soft – E-CRM.						
UNIT - V	Technological and Operational Issues in Implementing CRM					Lecture Hrs:12
Benefits and Barriers to CRM – Planning CRM Program – Designing an Effective Relationship Management System.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Explain the basic concepts in customer relationship management.					PO1, PO7, PSO1,
CO2	Use customer service strategy to enhance loyalty among customers.					PO1, PO7, PSO1,
CO3	Apply the relationship management strategies to retain and satisfy the customers					PO1, PO7, PSO1,
CO4	Compare the customer relationship system packages for specific application.					PO4, PO7, PSO1, PSO2
CO5	Develop plans for successful implementation of customer relationship management.					PO1, PO5, PO7, PSO1, PSO2
Text Books:						
1.Customer Relationship Management Essentials, 1/e, John W. Gosney and Thamos P. Boehm, PHI Private Limited, New Delhi., 2003.						
2.Customer Relationship Management, 1/e, Jagadish Seth, Tata McGraw-Hill, New Delhi, 2008.						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Reference Books:											
1. Cracking the CRM Code: How to Prevent Failures in Buying, Implementing and Using CRM, Limesh Parekh, Notion Press, 2020.											
2. Customer Relationship Management, 1/e, Chaturvedi Mukesh, Excel Books, New Delhi, 2008.											
3. Customer Relationship Management, 1/e, Peelan, Pearson Education, New Delhi, 2008.											
4. Customer Relationship Management, 1/e, Roger J.Baran, Cengage, New Delhi, 2009.											
5. Customer Relationship Management, 1/e, Das Subhaish, Excel Books, New Delhi, 2008.											
Online Learning Resources:											
https://www.classcentral.com/course/swayam-customer-relationship-management-13977											
https://archive.nptel.ac.in/courses/110/105/110105145/											

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2304D : CUSTOMER RELATIONSHIP MANAGEMENT	C2304D.1	3	-	-	-	-	-	3	-	3	-
	C2304D.2	3	-	-	-	-	-	3	-	3	-
	C2304D.3	3	-	-	-	-	-	3	-	3	-
	C2304D.4	-	-	-	3	-	-	3	-	3	3
	C2304D.5	3	-	-	-	3	-	3	-	3	3
	C2304D	3	-	-	3	3	-	3	-	3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
22MBA235A			3	1	0	4
Course Educational Objectives (CEO):						
CEO1: To provide knowledge on Investment Environment and Capital Markets.						
CEO2: To develop skills on fundamental analysis and technical analysis of securities.						
CEO3: To provide knowledge for the measurement of return and risk of various securities through various tools.						
CEO4: To provide knowledge for the valuation of various securities through various methods.						
CEO5: To develop skills for the portfolio management through by various models.						
UNIT - I		Investment and Trading Environment			Lecture Hrs: 8	
Investment Meaning and Environment - Capital Markets - Trading in Stock Exchanges: BSE, NSE, MCX - New Issue Market.						
UNIT - II		Security Analysis			Lecture Hrs: 12	
Fundamental Analysis: Economy, Industry and Company Analysis - Technical Analysis - Fundamental Analysis Vs Technical Analysis – Dow Theory - Trend Analysis – Patterns - Moving Averages - Relative Strength Index (RSI).						
UNIT - III		Measurement of Return and Risk			Lecture Hrs:12	
Revenue Return and Capital Appreciation - Probability Distribution – Holding Period - Statistical Methods - Calculation of Expected Return Risk Factors - Risk Classification: Systematic Risk and Unsystematic Risk - Standard Deviation – Variance – Correlation Coefficient – Beta - Calculating Expected Return and Risk.						
UNIT - IV		Valuation of Securities			Lecture Hrs:12	
Approaches of Valuation – Bond Valuation – Preference Share Valuation – Common Stock Valuation.						
UNIT - V		Portfolio Management			Lecture Hrs:12	
Process of Portfolio Management - Diversification – Modern Portfolio – Portfolio Models: Markowitz Model, Sharpe Single Index Model, Capital Asset Pricing Model.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Demonstrate knowledge on knowledge on investment environment and capital markets				PO1, PO8, PSO1,	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO2	Analyse the various securities through fundamental analysis and technical analysis	PO1, PO2, PO4, PO8, PSO1, PSO2
CO3	Measure the return and risk of various securities through various tools	PO1, PO2, PO4, PO8, PSO1, PSO2
CO4	Apply the approaches of Valuation of securities and use various methods for valuation.	PO1, PO2, PO4, PO8, PSO1, PSO2
CO5	Identify the best portfolio management through by various models	PO1, PO2, PO4, PO8, PSO1, PSO2

Text Books:

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

Reference Books:

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

Online Learning Resources:

<https://nptel.ac.in/courses/110105035>
https://onlinecourses.nptel.ac.in/noc21_mg99/preview
<https://nptel.ac.in/courses/110107154>

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

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
	CO										
2305A : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	C2305A.1	2	-	-	-	-	-	-	3	2.5	-
	C2305A.2	2	3	-	3	-	-	-	3	2.7	3
	C2305A.3	2	3	-	3	-	-	-	3	2.7	3
	C2305A.4	2	3	-	3	-	-	-	3	2.7	3
	C2305A.5	2	3	-	3	-	-	-	3	2.7	3
	C2305A	2	3	-	3	-	-	-	3	2.66	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III					
Course Code	SALES AND DISTRIBUTION MANAGEMENT	L	T	P	C
22MBA235B		4	0	0	4

Course Educational Objectives (CEO):

CEO1: To provide knowledge about Principles of Sales Management

CEO2: To inculcate various aspects pertinent to Sales strategy

CEO3: To elucidate sales force management

CEO4: To provide necessary knowledge about Distribution management

CEO5: To give a elaborate view about supply chain management

UNIT - I	Introduction	Lecture Hrs: 8
Evolution of Sales Management – Basics of Sales Management -Objectives of Sales Management- Emerging Trends in Sales Management.		
UNIT - II	Sales Strategy	Lecture Hrs: 12
Personal Selling Strategies-Analyzing Market Demand and Sales Potential -Techniques of Sales Forecasting - Preparation of Sales Budget - Formulating Sales Strategies - Designing Sales Territories and Sales Quotas.		
UNIT - III	Sales Force Management	Lecture Hrs:12
: Organizing the Sales Force - Designing the Structure and Size of Force –Leading and Motivating the Sales Force - Compensating the Sales Force. Sales Force - Recruitment and Selection of Sales Force –Training the Sales		
UNIT - IV	Introduction to Distribution Management	Lecture Hrs:12
: Concept of Distribution Channel-Functions of Marketing Channels -Levels of Channels-Intensive, Selective & Exclusive Distribution Strategies- Decisions in Channel Management - Distributors Selection and Appointment- Channel Conflicts and their Resolutions.		
UNIT - V	Supply Chain Management	Lecture Hrs:12
: Concept - Significance - Components – Order Processing - Material Handling - Transportation - Warehousing – Inventory Management -Managing Global Channels of Distribution.		

Course Outcomes:

On successful completion of the course the student will be able to,		POs & PSOs related to COs
CO1	Demonstrate knowledge of Principles of Sales Management.	PO1, PO2, PO7, PSO1
CO2	Develop the skills related to sales strategy.	PO1, PO4, PO7, PSO1, PSO2
CO3	Analyze the process of sales force management.	PO1, PO2, PO4, PO7, PSO1, PSO2
CO4	Examine the strategies of distribution management.	PO1, PO2, PO4, PO7, PSO1, PSO2
CO5	Explain the concepts of supply chain management.	PO1, PO4, PO7, PSO1, PSO2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Text Books:
1. Sales and Distribution Management: Text And Cases, 3/e Krishna K. Havaladar, Vasant M. Cavale, McGrawHill, 2018. 2. Sales Management – Decisions, Strategy and Cases, 5/e, Still, Cundiff, Govoni, Prentice Hall India, New Delhi, 2001.
Reference Book:
1. Sales and Distribution Management, Krishna Havaladar, Vasant Cavale, Tata McGraw Hill, New Delhi, 2007. 2. Selling and Sales Management, 7/e, Jobber, Pearson Education, New Delhi, 2009. 3. Management of Sales Force, 11/e, Spiro, Stanton, Rich, Tata McGraw Hill, New Delhi, 2005. 4. Sales Management-Shaping Future Sales Leaders, 2/e, Tanner, Honeycutt, Erffmayer, Pearson Education, New Delhi, 2012. 5. Fundamentals of Sales and Distribution Management Text & Cases, Bholanath Dutta, Dreamtech Press, 2020.
Online Learning Resources:
https://www.digimat.in/nptel/courses/video/110105122/L25.html https://archive.nptel.ac.in/courses/110/105/110105122/ https://www.youtube.com/watch?v=7KcLPYNjWPQ

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2305B : SALES AND DISTRIBUTION MANAGEMENT	C2305B.1	3	3	-	-	-	-	3	-	3	-
	C2305B.2	3	-	-	3	-	-	3	-	3	3
	C2305B.3	3	3	-	3	-	-	3	-	3	3
	C2305B.4	3	3	-	3	-	-	3	-	3	3
	C2305B.5	3	-	-	2	-	-	3	-	3	2
	C2305B	3	3	-	2.75	-	-	3	-	3	2.75



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		KNOWLEDGE MANAGEMENT	L	T	P	C
22MBA235C			4	0	0	4
Course Educational Objectives (CEO):						
CEO1: To provide a framework and clear language for knowledge management concepts. CEO2: To gain the knowledge about different knowledge types, classification of knowledge CEO3 : To provide knowledge about the knowledge creation process to business situations CEO4: To provide insight on knowledge management tools, technologies and infrastructure for business decisions. CEO5: To provide the major roles and responsibilities in knowledge management implementation for organizational restructuring						
UNIT - I	Introduction to Knowledge Management				Lecture Hrs: 10	
Definition- Scope and Significance of Knowledge Management-The Basic Functions of Knowledge Management-Knowledge Dynamics-Principles of Knowledge Management.						
UNIT - II	Essentials of Knowledge Management				Lecture Hrs: 12	
Data- information- knowledge-Basic types of Knowledge- Knowledge Capital-Classification of organizational Knowledge and Knowledge life cycle- organizational Knowledge processes-Technology Enablers.						
UNIT - III	Imperatives of the New Age				Lecture Hrs:10	
Market space vs. Marketplace – Links in Virtual Value Chain – Customer Relationship Management (CRM) Knowledge Creation Process: Knowledge Sharing-Knowledge Capturing and Storage- Chief Knowledge Officer (CKO) -Knowledge Creation Cycle- Leveraging on Knowledge -Knowledge Models-Knowledge Mapping						
UNIT - IV	Knowledge Management Tools				Lecture Hrs:10	
Personal Knowledge Management (PKM) Tools, Knowledge Technologies: Technology Components of Knowledge Management Knowledge Management Infrastructure: Infrastructure-Access Technologies						
UNIT - V	Knowledge Management Implementation				Lecture Hrs:12	
Roadblocks to Success -Implementation issues - Futuristic Knowledge Management: Knowledge Engineering- Queuing Theory - Organizational Restructuring: Learning Organization, Peter Senge’s Learning Organizations.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Demonstrate the knowledge on the role of knowledge management in attainment of financial objective, quality improvement and innovation.				PO1, PO3, PO4, PO5, PO6, PSO1, PSO2	
CO2	Explain knowledge management models and technologies to business situations.				PO1, PO3, PO4, PO5, PO6, PSO1, PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO3	Apply techniques of knowledge creation process to business situation.	PO1, PO2, PO3, PO5, PO6, PSO1, PSO2
CO4	Analyze the Knowledge Management Tools technologies and infrastructure for business decisions.	PO1, PO3, PO5, PO6, PSO1, PSO2
CO5	Propose the knowledge management implementation for futuristic knowledge management and for organizational restructuring.	PO1, PO3, PO4, PO5, PO6, PSO1, PSO2

Text Books:

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

Reference Books:

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

Online Learning Resources:

<https://www.getguru.com/reference/what-is-knowledge-management>
<https://www.cos.ufrj.br/~jano/LinkedDocuments/papers/aula06/Wiley%20-%20Essentials%20of%20Knowledge%20Management.pdf>
[https://www.sciencedirect.com/science/article/pii/S0956522116302470#:~:text=Knowledge%20creation%20is%20defined%20as,%26%20von%20Krogh%2C%202009\).](https://www.sciencedirect.com/science/article/pii/S0956522116302470#:~:text=Knowledge%20creation%20is%20defined%20as,%26%20von%20Krogh%2C%202009).)
<https://elearningindustry.com/knowledge-management-processes-techniques-tools>
<https://edge.siriuscom.com/strategy/8-steps-to-implementing-a-knowledge-management-program-at-your-organization>

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
2305C : KNOWLEDGE MANAGEMENT	C2305C.1	2	-	2	2	2	3	-	-	2.5	2
	C2305C.2	2	-	2	2	1	3	-	-	2.5	1.7
	C2305C.3	2	2	2	-	2	3	-	-	2.3	2
	C2305C.4	2	-	2	-	1	3	-	-	2.5	1.5
	C2305C.5	2	-	2	2	2	3	-	-	2.5	2
	C2305C	2	2	2	2	1.6	3	-	-	2.46	1.84



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		DECISION SUPPORT SYSTEM	L	T	P	C
22MBA235D			3	1	0	4
Course Educational Objectives:						
CEO1: To understand how Decision Support Systems (DSS) can help management professionals.						
CEO2: To analyze and to evaluate Decision Support Systems (DSS) Requirements and contributions to organizations competitiveness, efficiency and quality.						
CEO3: To apply proper DSS to specific business contexts.						
CEO4: To understanding the concepts and importance of database and model base concepts in DSS.						
CEO5: To be able to develop and implementation DSS business applications in different industries.						
UNIT - I	Decision Support Systems					Lecture Hrs: 8
Definition – Characteristics – Performance objectives –DSS Versus MIS - Technology Levels - Components of DSS.						
UNIT - II	Systems Analysis for DSS					Lecture Hrs: 12
Decision Support Requirements – ROMC Approach –Flexibility in DSS – Iterative Design.						
UNIT - III	Development Approaches for DSS					Lecture Hrs:10
Quick-hit - Staged Development - Complete DSS- Integration of DSS in to the Organization.						
UNIT - IV	Dialog Management					Lecture Hrs:8
Database Management - Model Base Management.						
UNIT - V	Application of DSS					Lecture Hrs:12
DSS Implementation in Industries and Application.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Describe the basic components, types and methods of computer based DSS and differences between DSS and other computer based information systems					PO1, PO2, PSO1
CO2	Analyze the test and impact of using computer based DSS to assemble the DSS tools for application in specific situation					PO1, PO2, PSO1
CO3	Analyze and evaluate the different approaches in developing DSS					PO1, PO2, PO3, PSO1, PSO2
CO4	Develop and evaluate data base models for effective data management					PO1, PO2, PO6, PSO1
CO5	Apply the develop DSS models in different types of Industries					PO1, PO2, PO5, PSO1, PSO2
Text Books:						
1. Decision Support Systems & MIS, Mohamed Azam, Vikas Publications, New Delhi, 2012.						
2. Decision Support Systems, 1/e, V.S.Janakiraman and K.Sarukesi, PHI Private Limited, New						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Delhi, 2007.
Reference Books:
1. Building Effective Decision Support Systems, 1/e, Ralph H. Sprague, and Eric D, Carlson, Prentice Hall, New Delhi, 1982. 2. Decision Support and Expert Systems, 1/e, Efraim Turban, Macmillan, New Delhi, 1990. 3. Decision Support System A Complete Guide, 1/e by Gerardus Lokdyk, 5STARCook, 2021.
Online Learning Resources:
https://onlinecourses.nptel.ac.in/noc20_mg59/preview https://www.classcentral.com/course/swayam-decision-support-system-for-managers-19837

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2305D : DECISION SUPPORT SYSTEM	C2305D.1	2	2	-	-	-	-	-	-	2	-
	C2305D.2	2	2	-	-	-	-	-	-	2	-
	C2305D.3	2	2	2	-	-	-	-	-	2	2
	C2305D.4	2	2	-	-	-	2	-	-	2	-
	C2305D.5	2	2	-	-	2	-	-	-	2	2
	C2305D	2	2	2	-	2	2	-	-	2	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		CORPORATE RESTRUCTURING	L	T	P	C
22MBA236A			4	0	0	4
Course Educational Objectives (CEO):						
CEO1: To provide basic knowledge on Corporate Restructuring.						
CEO2: To Understand Mergers, Acquisitions and Rationale for M&As and specifically the Legal, Tax and Financial Issues.						
CEO3: To make aware of Takeover Process, Leverage Buyouts and Buyback of shares.						
CEO4: To give an elaborate view on Regulations for Mergers and Takeovers in India						
CEO5: To create awareness on Cross border Mergers and Acquisitions.						
UNIT - I	Introduction to Corporate Restructuring					Lecture Hrs: 8
An overview of corporate restructuring – Different Forms of Corporate Restructuring - Value drivers – Due Diligence Process for M & A– Ethical issues in M & A.						
UNIT - II	Mergers and Acquisitions					Lecture Hrs:12
Different forms of Mergers and Acquisitions – Rationale for Mergers and Acquisitions – Value creation through Mergers and Acquisitions – Tax implications – Financing Mergers and Acquisitions – Merger Negotiations.						
UNIT - III	Takeovers					Lecture Hrs:12
Tender offer – Defensive tactics – Leveraged buyouts – Disinvestment - Buyback of shares – Employee Stock Ownership Plans – Creeping acquisitions.						
UNIT - IV	Regulations for Mergers and Takeovers in India					Lecture Hrs:12
SEBI Guidelines for takeovers SEBI Guidelines for buyback of securities – SEBI Guidelines for ESOP.						
UNIT - V	Cross Border Mergers and Acquisitions					Lecture Hrs:8
Cross border Mergers and Acquisitions: Motivations - Opportunities and Threats - Recent cases.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Demonstrate knowledge on corporate restructuring.				PO1, PO2, PO5, PO8, PSO1, PSO2	
CO2	Understand the mergers, acquisitions and economic rationale for M&As and specifically the legal, tax and financial issues.				PO1, PO2, PO8, PSO1,	
CO3	Acquire knowledge on takeover process, leverage buyouts, specifically the legal, tax and financial issues				PO1, PO2, PO5, PO8, PSO1, PSO2	
CO4	Gain awareness on governance issues and how M&A can help resolve agency issues that arise from poor governance structures				PO1, PO2, PO4, PO8, PSO1, PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO5	Understand the Cross border Mergers and Acquisitions	PO1, PO4, PO8, PSO1, PSO2
Text Books:		
1. Corporate Mergers, Amalgamation and Takeovers, Dr. J C.Verma, Bharat Publishing House, 1997. 2. Mergers – Issues Implications and Case Laws in Corporate, S. Ramanujam, et. al., 2019.		
Reference Books:		
1. Mergers Acquisitions and Corporate Restructuring, Chandrasekhar Krishnamurti and Viswanath, 1990. 2. Mergers and Acquisitions, Gordon Donaldson, Sage Publication, 2007. 3. Corporate Restructuring, Kevin K. Boeh and Pall W. Beamish, Harvard Business School Press, 1994. 4. Corporate Restructuring, Ranjan Das, Tata McGra Hill, 2004. 5. Mergers, Acquisitions and Corporate Restructuring, Krishnamurthi, 2008.		
Online Learning Resources:		
https://www.legalraasta.com/blog/corporate-restructuring/ https://businessjargons.com/merger.html https://www.taxmanagementindia.com/visitor/detail_manual.asp?ID=625 https://blog.ipleaders.in/laws-regulating-mergers-and-acquisitions-in-india/ https://taxguru.in/company-law/cross-border-merger-meaning-types-procedure-main-rules-regulation.html		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2306A : CORPORATE RESTRUCTURING	C2306A.1	3	2	-	-	2	-	-	3	2.7	2
	C2306A.2	3	3	-	-	-	-	-	3	3	-
	C2306A.3	3	2	-	-	2	-	-	3	2.7	2
	C2306A.4	3	2	-	3	-	-	-	3	2.7	3
	C2306A.5	3		-	2	-	-	-	3	3	2
	C2306A	3	2.25	-	2.5	2	-	-	3	2.82	2.25



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		ADVERTISING AND BRAND MANAGEMENT	L	T	P	C
22MBA236B			4	0	0	4
Course Educational Objectives:						
CEO1: To provide knowledge basics of advertising						
CEO2: To inculcate various aspects pertinent to Ad media						
CEO3: To elucidate advertising budgets and study its effectiveness						
CEO4: To provide necessary knowledge about various aspects of brand management						
CEO5: To give a elaborate view of branding practices in various sectors						
UNIT - I		Introduction to Advertising:			Lecture Hrs: 8	
Types of advertisements–Advertising in Marketing Mix –Relationship of Advertising with Other Elements of Promotional mix - DAGMAR Approach-Role of Advertising in an organisation-Advertising Department- Role of Advertisement Agencies, Client Agency Relationship.Ethics in Advertising, The Advertising Standards Council of India and its role .						
UNIT - II		Ad Media and Advertising models			Lecture Hrs: 12	
Ad Media : Characteristics, Media Research-Media Planning and Selection, Media Scheduling – Creativity and Copy Writing - Different Types of Appeals - Visual Layout.						
Advertising models :AIDA Model, Lavidge and Steiner Model/Hierarchy of Effect Model, Innovation Adoption Model, Information Processing Model and Operational Model						
UNIT - III		Advertisement Budgets			Lecture Hrs:10	
Types - Determining Optimal Expenditure – Decision Models- Advertisement Effectiveness: Pre Testing, Post Testing, Experimental Designs.						
UNIT - IV		Brand Management			Lecture Hrs:8	
Brand Hierarchy - Brand Personality- Brand Image- Brand Identity- Brand Equity - Brand Building and Positioning.						
UNIT - V		Brand Performance			Lecture Hrs:12	
Industrial Sector - Retail Sector - Service Sector. Measuring Brand Performance- Brand Creation-Brand Extension- Brand Portfolio.						
Course Outcomes:						
On successful completion of the course the student will be able to,				POs & PSOs related to COs		
CO1	Explain the basic concepts advertising, promotion mix and advertising ethics			PO1, PO4,PO7,PSO1,PSO2		
CO2	Classify Ad Media and Advertising models			PO1,PO2, PO5,PO7, PSO1, PSO2		
CO3	Categorize and analyze advertising budgets			PO1, PO2, PO5, PO7, PSO1, PSO2		
CO4	Examine brand building and positioning strategy			PO1, PO5, PO7, PSO1, PSO2		



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO5	Measure brand performance and apply brand creation strategies	PO1, PO5, PO7, PSO1, PSO2
Text Books:		
1. Advertising and sales promotion management, S A Chunwalla Himalaya publishing house, 2015. 2. Advertising Management, Batra, Person Education India, 2009. 3. Compendium of Brand Management, Chunawalla. S.A, Himalaya publishing house, 2011. 4. Marketing Management, Philip Kotler, Kevin Lane Keller, 15th Edition, Pearson, 2012.		
Reference Books:		
1. Product Management in India, Ramanuj Majumdar, PHI, 2004. 2. Product Management, C.Nandan, TMH., 2009 3. Product & Brand Management, Mathur.U.C, Excel books, 2008. 4. Marketing and Branding, S.Ramesh Kumar, Pearson, 2007. 5. Fundamentals of Advertising, Neeru Kapoor, 1/e, Pinnacle Learning, 2017.		
Online Learning Resources:		
https://ebooks.lpude.in/management/mba/term_4/DMGT508_PRODUCT_AND_BRAND_MANAGEMENT.pdf http://www.eiilmuniversity.co.in/downloads/Brand-Management.pdf https://odl.ptu.ac.in/SLM/mba/3RD/Marketing/MBA%20903.pdf		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2306A : CORPORATE RESTRUCTURING	C2306A.1	3	2	-	-	2	-	-	3	2.7	2
	C2306A.2	3	3	-	-	-	-	-	3	3	-
	C2306A.3	3	2	-	-	2	-	-	3	2.7	2
	C2306A.4	3	2	-	3	-	-	-	3	2.7	3
	C2306A.5	3		-	2	-	-	-	3	3	2
	C2306A	3	2.25	-	2.5	2	-	-	3	2.82	2.25



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		LABOUR LAW AND LEGISLATION	L	T	P	C
22MBA236C			4	0	0	4
Course Educational Objectives						
CEO1: To gain knowledge about labour legislation and emerging issues						
CEO2: Give students insight on laws on working conditions						
COE3: Make students understand important industrial relations laws						
CEO4: To provide insight on wages and labour laws						
CEO5: To provide conceptual framework related to laws for labour welfare and social security						
UNIT - I	Introduction to Labour Legislation					Lecture Hrs: 10
Labor Laws: Concept, Origin- International Labor Organization and Indian Labor Legislations, Indian Constitution and Labor Legislations, Labor Policy, Emerging Issues and Future Trends						
UNIT - II	Laws on Working Conditions					Lecture Hrs: 10
The Factories Act, 1948, The Mines Act, 1952, Shops and Establishment Law, Contract Labor (Regulation and Abolition Act, 1986), Child Labor (Prohibition and Regulation Act, 1986)						
UNIT - III	Industrial Relations Laws					Lecture Hrs:12
Trade Union Act, 1926, Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Industrial Discipline and Misconduct, Domestic Enquiry						
UNIT - IV	Wages and Labour Laws					Lecture Hrs:12
Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976						
UNIT - V	Laws for Labour Welfare and Social Security					Lecture Hrs:12
Social Security- An Overview, The Workmen’s Compensation Act, 1923, The Employees’ State Insurance Act, 1948, The Maternity Benefit Act, 1961, The Employee’s Provident Fund, The Payment of Gratuity Act, 1972.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Demonstrate the knowledge on the Concept, Importance, Indian and International labor legislation					PO1, PO2, PO3, PO6, PSO1, PSO2
CO2	Apply the laws on working conditions					PO1, PO2, PO3, PO6, PSO1, PSO2
CO3	Analyze the different industrial relations laws					PO1, PO2, PO3, PO6, PSO1, PSO2
CO4	Explain the importance of wages and labour laws					PO1, PO2, PO3, PO6, PSO1, PSO2
CO5	Analyse the laws for labour welfare and social security					PO1, PO2, PO3, PO6, PSO1, PSO2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Text Books:

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

Reference Books:

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

Online Learning Resources:

<https://labour.gov.in/labour-law-reforms>
https://www.indiacode.nic.in/handle/123456789/1441?sam_handle=123456789/1362
<https://indiankanoon.org/doc/142278/>
<https://www.britannica.com/topic/child-labour>

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2306C : LABOUR LAW AND LEGISLATION	C2306C.1	2	2	1	-	-	2	-	-	2	1
	C2306C.2	2	2	1	-	-	3	-	-	2.3	1
	C2306C.3	2	2	2	-	-	2	-	-	2	2
	C2306C.4	2	2	1	-	-	2	-	-	2	1
	C2306C.5	2	2	1	-	-	2	-	-	2	1
	C2306C	2	2	1.2	-	-	2.2	-	-	2.1	1.2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		MOBILE COMMERCE	L	T	P	C
22MBA236D			4	0	0	4
Course Educational Objectives:						
CEO1: To understand the current and future trends in mobile commerce.						
CEO2: Provide Information System and Application Issues in Mobile Commerce in the global markets.						
CEO3: To describe managing the interactions between handheld devices mobile applications and users.						
CEO4: To understand the mobile services in the global scenario.						
CEO5: To provide insight on mobile commerce.						
UNIT - I	Trends in Mobile Commerce and Technology					Lecture Hrs: 8
Current Status and Future Trends in Mobile Commerce, Technology Issues in Mobile Commerce, Mobile Commerce Systems, Mobile Ecommerce on Mobile Phones, Technologically advanced handheld devices, like Smart phones, PDAs, Laptops, Tablets and Portable gaming consoles etc						
UNIT - II	Information System and Application Issues in Mobile Commerce					Lecture Hrs: 12
Transactional Database Accesses for M-Commerce Clients, Techniques to facilitate Information Exchange in Mobile Commerce, Information System and Application Issues in Mobile Commerce, The emergence of Location based Mobile Commerce, The need for Mobile based Approaches						
UNIT - III	Handheld Devices Mobile Applications and Users					Lecture Hrs:10
Managing the Interactions Between Handheld Devices Mobile Applications and Users, Mobile Commerce and Usability, a Landscape Analysis.						
UNIT - IV	Mobile Services					Lecture Hrs:8
Mobile marketing, mobile ticketing, mobile computing, mobile payments and mobile banking vis-a-vis latest technologies (wireless and mobile communication technology, digital cellular technology, mobile access technology and 4G and 5G systems.						
UNIT - V	Advanced Mobile Commerce Applications					Lecture Hrs:12
Configuring M-Commerce Portals for Business Success, Knowledge Management in a Mobile Computing Context, Multimedia Messaging Peer Mobile Financial Services, Mobile Banking – A Strategic Assessment, Service for Mobile Commerce Applications, Quality of Perception in M Commerce.						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Course Outcomes:		
On successful completion of the course the student will be able to,		POs & PSOs related to COs
CO1	Examine the current and future trends in mobile commerce.	PO1, PSO1
CO2	Analyse Information System and Application Issues in Mobile Commerce in the global markets.	PO1, PO2, PO4, PSO1, PSO2
CO3	Examine the interactions between handheld devices mobile applications and users.	PO1, PO2, PO4, PSO1, PSO2
CO4	Analyse the mobile services in the global scenario.	PO1, PO4, PO7, PSO1, PSO2
CO5	Explain the insights on mobile commerce.	PO1, PO2, PO4, PO7, PSO1, PSO2
Text Books:		
1. Advances in Mobile Commerce Technologies, EE-Peng Lim, KengSiau, Idea Group of Publishing, 2003.		
Reference Books:		
1. Mobile Commerce Applications, Shi, Nansi, Idea Group of Publishing, 2004.		
2. Mobile Commerce, Karabi Bandyopadhyay, PHI		
Online Learning Resources:		
https://swayam.gov.in/nc_details/NPTEL https://onlinecourses.nptel.ac.in/noc19_mg54/preview		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2306D : MOBILE COMMERCE	C2306D.1	2	-	-	-	-	-	-	-	2	-
	C2306D.2	2	3	-	2	-	-	-	-	2.5	2
	C2306D.3	2	2	-	2	-	-	-	-	2	2
	C2306D.4	2	-	-	2	-	-	3	-	2.5	2
	C2306D.5	2	3	-	2	-	-	3	-	2.7	2
	C2306D	2	2.67	-	2	-	-	3	-	2.34	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III						
Course Code		COMPANY ANALYSIS AND REPORT PRESENTATION	L	T	P	C
22MBA237			0	0	2	1
Course Educational Objectives:						
CEO1: To provide knowledge about Principles related to company analysis						
CEO2: To inculcate various aspects pertinent to PEST, SWOT Analysis etc.						
CEO3: To inculcate various aspects pertinent Research Methodology						
CEO4: To provide necessary knowledge about various ethical aspects of research						
CEO5: To give a elaborate view of report writing and presentation						
Course Outcomes:						
On successful completion of the course the student will be able to,			POs related to COs			
CO1	Apply the knowledge of management in company analysis.		PO1, PSO1			
CO2	Analyze the company performance and functions using SWOT/PEST.		PO2, PSO1			
CO3	Employ ethics and value based approach in carrying out company analysis .		PO3, PSO2			
CO4	Document and communicate the results of company analysis in an effective way from various environmental perspective.		PO4, PSO2			
CO5	Examine the level of achievement of organizational objectives through company analysis.		PO5, PSO2			
CO6	Analyze the effectiveness of Human Resources functions of the organization.		PO6, PSO1			
CO7	Analyze the effectiveness of marketing functions of the organization.		PO7, PSO1			
CO8	Analyze the effectiveness of finance functions of the organization		PO8, PSO1			

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2307 : COMPANY ANALYSIS AND REPORT PRESENTATION	C2307.1	3	-	-	-	-	-	-	-	3	-
	C2307.2	-	3	-	-	-	-	-	-	3	-
	C2307.3	-	-	3	-	-	-	-	-	-	3
	C2307.4	-	-	-	3	-	-	-	-	-	3
	C2307.5	-	-	-	-	3	-	-	-	-	3
	C2307.6	-	-	-	-	-	3	-	-	3	-
	C2307.7	-	-	-	-	-	-	3	-	3	-
	C2307.8	-	-	-	-	-	-	-	3	3	-
	C2307	3	3	3	3	3	3	3	3	3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - III								
Course Code		INTRODUCTION TO PYTHON			L	T	P	C
22MBA238					0	0	2	1
Course Educational Objectives (CEO):								
CEO1: Enhance the knowledge on basic principles of python.								
CEO2: Enhance the knowledge on functions and strings in python.								
CEO3: Acquire the knowledge on data structures in python.								
CEO4: Enable students to write simple object oriented programming in python.								
CEO5: Understand the exception handling and modules.								
UNIT - I		Introduction to Python					Lecture Hrs: 6	
Introduction to Python, Python Features, Operators, Variables, Control Statements (conditional, looping, transfer)								
UNIT - II		Functions and Strings					Lecture Hrs 6	
Functions: Function Definition, Function call, Types of Arguments, Lambda Function.								
Strings: String Handling Functions								
UNIT - III		Data Structures					Lecture Hrs:6	
Lists, Tuples, Sets and Dictionaries								
UNIT - IV		Object Oriented Programming					Lecture Hrs:9	
Object, Define Class, Constructor, Methods in Python, Inheritance, Abstraction, Polymorphism.								
UNIT - V		Exception Handling and Modules					Lecture Hrs:9	
Exception, Syntax errors, Runtime Errors, Module - Math Module, Creating Modules								
Course Outcomes:								
On successful completion of the course the student will be able to,						POs & PSOs related to COs		
CO1	Understanding the knowledge on basic principles of python.					PO2, PSO1		
CO2	Apply the functions and strings in python.					PO2, PSO1		
CO3	Analyze the data structures in python.					PO2, PSO1		
CO4	Apply simple object oriented programming in python.					PO2, PSO1		
CO5	Analyze the date handling and modules.					PO2, PSO1		
Text Books:								
1. Python for Programmers, Paul Deitel and Harvey Deitel, Pearson Education, 1st Edition, 2021.								
Reference Book:								
1. Computational Thinking: A Primer for Programmers and Data Scientists, 1/e, G Venkatesh and Madhavan Mukund, Notion Press, 2021.								
2. Introduction to Computation and Programming Using Python: With Applications to Computational Modeling and Understanding Data, 3/e, John V Guttag, & Quot, MIT Press 2021.								



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Online Learning Resources:

<https://www.programiz.com/python-programming>
<https://www.youtube.com/watch?v=adNgan70iyU>
<https://www.youtube.com/watch?v=c235EsGFcZs>

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

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
CO											
C2308 : INTRODUCTION TO PYTHON	C2308.1	-	3	-	-	-	-	-	-	3	-
	C2308.2	-	3	-	-	-	-	-	-	3	-
	C2308.3	-	3	-	-	-	-	-	-	3	-
	C2308.4	-	3	-	-	-	-	-	-	3	-
	C2308.5	-	3	-	-	-	-	-	-	3	-
	C2308	-	3	-	-	-	-	-	-	3	-

Online Courses (MOOC's):

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

The award of grades to the MOOC course is with the following normalization to the marks of students, who have completed MOOC course through proctored and non-proctored examination.

a. Proctored Examination: If a student completed MOOC course under Proctored examination, then the marks awarded will be normalized as follows Normalization Formula $Y=X*1.25$ Where X is marks obtained in the Proctored examination Y is Marks obtained after normalization If the value of Y (normalized marks) exceeds 100 then it will be considered as 100



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

only b. Non-Proctored Examination: If the student completed MOOC course under nonProctored exam, then only 'Pass Grade' will be awarded.

II MBA – Semester - III								
Course Code		HUMAN VALUES			L	T	P	C
22AUD231					2	0	0	0
Course Educational Objectives (CEO): CEO1: Develop a holistic perspective based on self-exploration. CEO2: Enhance the knowledge about roles of human being in family, society and nature / existence. CEO3: Develop clarity of the harmony in the human being. CEO4: Strengthen self-reflection and self analysis. CEO5: Develop commitment and courage to act.								
UNIT - I		Introduction to human values and Self exploration					Lecture Hrs: 3	
Universal Human Values - Self-exploration – Content and process.								
UNIT - II		Happiness and Prosperity					Lecture Hrs 3	
Continuous Happiness and Prosperity - Understanding Happiness and Prosperity correctly - Human aspirations.								
UNIT - III		Harmony in the Human Being					Lecture Hrs:3	
Understanding Harmony in the Human Being - Harmony in Self-Understanding human being as a co-existence of the sentient ‘I’ and the material.								
UNIT - IV		Harmony in the Family					Lecture Hrs:3	
Harmony in Human-Human Relationship - Values in human-human relationship; Meaning of Justice (nine universal values in relationships) and program for its fulfillment to ensure mutual happiness - Trust and Respect as the foundational values of relationship.								
UNIT - V		Harmony in the society					Lecture Hrs:3	
Resolution, Prosperity, fearlessness (trust) and co-existence as comprehensive Human Goals Visualizing a universal harmonious order in society.								
Course Outcomes:								
On successful completion of the course the student will be able to,						POs & PSOs related to COs		
CO1	Analyze the self and identify the need for changes in self-exploration.					PO3, PO4, PSO2		
CO2	Evaluate the alternatives that provides happiness and prosperity.					PO3, PO4, PSO2		
CO3	Create harmony in self through co-existence.					PO3, PO4, PSO2		
CO4	Create harmony in the family and society through values in relationship.					PO3, PO4, PSO2		
CO5	Create harmony in the society by visualizing order in society.					PO3, PO4, PSO2		
Text Books:								
1. Human Values and Professional Ethics, R R Gaur, R Sangal, G P Bagaria, Excel Books, New								



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Delhi, 2010.
Reference Book:
1. Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004. 2. The Story of Stuff (Book). 3. The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi 4. Small is Beautiful - E. F Schumacher. 5. Slow is Beautiful - Cecile Andrews.
Online Learning Resources:
https://www.youtube.com/watch?v=sGZtTPe-lhQ https://www.youtube.com/watch?v=jXi8ydWX5rY https://www.youtube.com/watch?v=mormUeZ_RUE

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C230A1 : HUMAN VALUES	C230A1.1	-	-	3	3	-	-	-	-	-	3
	C230A1.2	-	-	3	3	-	-	-	-	-	3
	C230A1.3	-	-	3	3	-	-	-	-	-	3
	C230A1.4	-	-	3	3	-	-	-	-	-	3
	C230A1.5	-	-	3	3	-	-	-	-	-	3
	C2308	-	-	3	3	-	-	-	-	-	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV						
Course Code		ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
22MBA241			4	0	0	4
Course Educational Objectives (CEO) :						
CEO1: To understand the concepts of entrepreneurship and its types						
CEO2: To provide awareness on institutions supporting for business enterprises						
CEO3: To elucidate the process of project planning and report preparation						
CEO4: To evaluate the various entrepreneurial strategies						
CEO5: To understand the scope of women entrepreneurs, rural entrepreneurship and evaluation of EDP's in India						
UNIT - I	Nature of Entrepreneurship					Lecture Hrs: 8
Meaning and Concepts, Intrapreneurship -Entrepreneur’s competencies, attitudes, Qualities, functions - Types of Entrepreneurs - Barriers to Entrepreneurship - Entrepreneurial scenario in India and Abroad - Forms of Entrepreneurship - Small business, Types of ownership - Role of Government in the promotion of Entrepreneur.						
UNIT - II	Institutions Supporting Business Enterprises					Lecture Hrs: 12
Central level institutions - NBMSME, KVIC, The coir board, NSIC, NSTEDB, NPC, EDI, NRDCI, National entrepreneurship Development Institutes. State level Institutions - State Directorate of Industries & Commerce, DIC, SFC, SIDC, SIADB. Other institutions : NABARD, HUDCO, TCO, SIDBI, Business incubators.						
UNIT - III	Idea Generation, Project Planning and Feasibility Studies					Lecture Hrs:12
Idea Generation - The concept of Project - Project life cycle Project Planning - Feasibility- Project proposal & Report preparation.						
UNIT - IV	Micro and Small Enterprises					Lecture Hrs:12
Meaning and Definitions – Micro and Macro UNITs - Essentials, Features and Characteristics – Relationship between Micro and Macro Enterprises –Rational behind Micro and Small Enterprises – Scope and Objectives of Micro and Small Enterprises – Enterprise and Society – Role of Micro Enterprises in Economic Development –Package for Promotion of Micro and Small-Scale Enterprises – Problems of Micro and Small Enterprises.						
UNIT - V	Women Entrepreneurship					Lecture Hrs:12
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.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Demonstrate the knowledge on entrepreneurship and its types					PO1, PO5, PSO1
CO2	Categorize the institutions supporting business enterprises					PO2, PO5, PSO1
CO3	Prepare feasibility reports and project reports based on concept of project planning					PO3, PO5,PSO2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO4	Demonstrate Knowledge on various entrepreneurial strategies	PO3,PO5, PSO2
CO5	Analyze the scope of women entrepreneurship and learns about rural entrepreneurship and EDP's in India	PO5, PSO1
Text Books:		
1. The Dynamics of Entrepreneurial Development and Management, 6/e, Vasanth Desai, Himalaya Publishing House, Mumbai, 2010. 2. Entrepreneurship Management- text and cases, 1/e, Bholanath Dutta, Excel Books, New Delhi, 2010.		
Reference Books:		
1. Fundamentals of Entrepreneurship, 2/e, H.Nandan, PHI Publications, New Delhi, 2011. 2. Entrepreneurship, 2/e, Rajeev Roy, Oxford University Press, New Delhi, 2011. 3. Entrepreneurship, 6/e, Robert D Hirsch, Michael P Peters, Dean A Shepherd, TMH, New Delhi, 2010. 4. Entrepreneurship Development, 1/e, Abha Mathur, Taxmann Publications, 2021.		
Online Learning Resources:		
https://onlinecourses.nptel.ac.in/noc21_mg70/preview https://archive.nptel.ac.in/courses/110/106/110106141/ https://nptel.ac.in/courses/110106141 http://digimat.in/nptel/courses/video/110106141/L51.html https://www.classcentral.com/course/swayam-entrepreneurship-development-19847		

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

Course	PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
	CO										
C2401 : ENTREPRENEURSHIP DEVELOPMENT	C2401.1	2		-	-	3		-	-	2	3
	C2401.2	-	2	-	-	3		-	-	2	3
	C2401.3	-	-	2	-	3		-	-	-	2.5
	C2401.4	-	-	2	-	3		-	-	-	2.5
	C2401.5	-	-	-	-	3		-	-	-	3
	C2401	2	2	2	-	3		-	-	2	2.8



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV								
Course Code		FINANCIAL DERIVATIVES			L	T	P	C
22MBA242A					3	1	0	4
Course Educational Objectives:								
CEO1: To provide knowledge about financial derivatives and the role of derivatives in financial markets.								
CEO2: To create awareness about types, trading mechanism, hedging strategies and pricing of forwards.								
CEO3: To understand the trading mechanism, hedging strategies and pricing of futures.								
CEO4: To explain the mechanics of the options market, various trading strategies and option pricing models.								
CEO5: To give an elaborate view on pricing and valuing swaps and management of risk using Swaps.								
UNIT - I		Introduction to Derivatives Market					Lecture Hrs: 10	
Definition and features of derivatives - Development and growth of derivatives market - Types of derivatives – Uses and misuses of derivatives –Structure and functions of derivatives – Participants in derivatives market.								
UNIT - II		Forward Market					Lecture Hrs: 12	
Meaning, features, functions, types of forward contracts - Mechanism of forward trading – Hedging strategies using forwards – Forward pricing – Currency and interest rate forwards.								
UNIT - III		Future Market					Lecture Hrs:12	
Meaning, Features, Functions, Types of Futures Contract — Futures Market Vs. Forward Market - Mechanics of Future Markets - Hedging Strategies using Futures - Futures pricing – Currency and Interest rate futures.								
UNIT - IV		Options					Lecture Hrs:12	
Meaning of Options - Distinguish between Options and Futures - Structure of Options Market - Principles of Option Pricing. Option Pricing Models: The Binomial Model, The Black-Scholes Merton Model - Currency Options.								
UNIT - V		Swaps					Lecture Hrs:12	
Concept, Nature, Evolution, and Features - Interest Rate Swaps - Currency Swaps - Equity Index Swaps - Pricing and Valuing Swaps.								
Course Outcomes:								
On successful completion of the course the student will be able to,							POs & PSOs related to COs	
CO1	Outline the concept of financial derivatives and the role of derivatives in financial markets.						PO1, PO8, PSO1	
CO2	Apply the analytical skills on trading mechanism, hedging strategies and pricing of forwards.						PO2, PO4, PO8, PSO1, PSO2	
CO3	Demonstrate the trading mechanism, hedging strategies and pricing of futures.						PO2,PO4, PO8, PSO1, PSO2	
CO4	Explain the various option trading strategies and pricing of						PO2, PO4, PO8,	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

	options using Binomial Model, and Black-Scholes Merton Model.	PSO1, PSO2
CO5	Outline the concept of pricing and valuing swaps and management of risk using swaps.	PO2, PO4, PO8, PSO1, PSO2
Text Books:		
1. Derivatives and Risk Management, 1/e, Jayanth Rama Varma, TMH. 2. Financial Derivatives, Gupta, PHI. 2008		
Reference Books:		
1. Fundamentals of Financial Derivatives, Prafulla Kumar Swain, Himalaya Publishing House Pvt. Ltd., India, 2011. 2. Foreign Exchange Markets, Surendra S.Yadav, P.K.Jain, Max Peyrard, Macmillan Publishers India Ltd., 2011. 3. Financial Derivatives, Mishra, Excel, 2009. 4. Risk Management & Derivatives, Stulz, Cengage, 2009. 5. Options, Futures and Other Derivatives, 7/e, John C Hull, Pearson Education, 2009. 6. Derivatives Valuation and Risk Management, David A. Dubofsky, Thomas W Muller, TR, Oxford, 2008. 7. Fundamentals of Futures and Options Market, John C Hull, Pearson Education, 2008. 8. Financial Derivatives: Theory Concepts And Problems, 2/e, S.L. GUPTA, PHI, 2017. 9. Risk Management Insurance and Derivatives G. Koteswar, Himalaya, 2008.		
Online Learning Resources:		
https://nptel.ac.in/courses/110107128 https://onlinecourses.nptel.ac.in/noc19_mg39/preview https://nptel.ac.in/courses/110105071 https://learnawesome.org/topics/fb281c2e-51af-4d30-a7f3-2919902458e0-derivatives?item_type=course		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2402A : FINANCIAL DERIVATIVES	C2402A.1	2	-	-	-	-	-	-	3	2.5	-
	C2402A.2	-	2	-	2	-	-	-	3	2.5	2
	C2402A.3	-	2	-	2	-	-	-	3	2.5	2
	C2402A.4	-	2	-	2	-	-	-	3	2.5	2
	C2402A.5	-	2	-	2	-	-	-	3	2.5	2
	C2402A	2	2	-	2	-	-	-	3	2.5	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV						
Course Code		SERVICES MARKETING	L	T	P	C
22MBA242B			4	0	0	4
Course Educational Objectives:						
CEO1: To provide basic knowledge on services , traits and services marketing						
CEO2: To impart knowledge on Customer Expectations of service						
CEO3: To impart knowledge on Pricing & Promotion strategies for services						
CEO4: To provide knowledge on promotion of services						
CEO5: To make understand about Marketing plans for services						
UNIT - I	Understanding Services Marketing					Lecture Hrs: 8
Introduction, Characteristics of services, Goods vs services, services mix- 7p's, role of services in the modern economy, Classification of services, marketing services Vs. Physical services.						
UNIT - II	Customer Expectations of Service					Lecture Hrs: 12
Service expectations, types of expectations, factors that influence customer expectations of service. Issues in involving customers' service expectations, Customer defined service standards.						
UNIT - III	Pricing & Promotion Strategies for Services					Lecture Hrs:10
Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice.						
UNIT - IV	Service Promotion					Lecture Hrs:8
The role of marketing communication. Implication for communication strategies, marketing communication mix.						
UNIT - V	Marketing Plans for Services					Lecture Hrs:12
The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planning and services.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Outline the basic concepts services, differentiate product with services and types of services.				PO1, PO2, PO4, PO7, PSO1, PSO2	
CO2	Analyse and act to the customer service expectations.				PO1, PO2, PO4, PO5, PO7, PSO1, PSO2	
CO3	Apply Pricing & Promotion strategies for services.				PO1, PO2, PO4, PO5, PO7, PSO1, PSO2	
CO4	Apply the knowledge in the area of service promotion.				PO1, PO2, PO4, PO5, PO7, PSO1, PSO2	
CO5	Apply the knowledge gained on Marketing plans for services.				PO1, PO2, PO4, PO5, PO7, PSO1, PSO2	
Text Books:						
1. Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson, 2016.						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

2. Services Marketting – Concepts planning and implementation, Bhattacharjee, Excel, 2009.
3. Services Markeing,Srinivasan,,The Indian context PHI, 2014.
Reference Books:
1. Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford, 2017.
2. Marketing of Services, Hoffman, Bateson,Cengage, 2012.
3. Service Sector Management: An Indian Perspective, C.Bhattacharjee, Jaico Publishing House, 2005.
4. Services Marketing – Text and Cases, Rajendra Nargundkar, TMH, 2006.
5. Services Marketing - Integrating Customer Focus Across the Firm, 7/e, Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler, Ajay Pandit, McGraw Hill Education, 2018.
Online Learning Resources:
https://nptel.ac.in/courses/110105038
https://archive.nptel.ac.in/courses/110/105/110105078/
https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/11201-service-marketing.html

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2402B : SERVICES MARKETING	C2402B.1	3	3	-	3	-	-	3	-	3	3
	C2402B.2	3	3	-	3	3	-	3	-	3	3
	C2402B.3	3	3	-	2	3	-	3	-	3	2.5
	C2402B.4	3	3	-	3	3	-	3	-	3	3
	C2402B.5	3	3	-	2	2	-	3	-	3	2
	C2402B	3	3	-	2.6	2.75	-	3	-	3	2.7



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV								
Course Code	COMPENSATION MANAGEMENT				L	T	P	C
22MBA242C					4	0	0	4
Course Educational Objectives (CEO):								
CEO1: To provide the basic knowledge on Compensation Management concepts.								
CEO2: To make students understand the basic perspectives of Job Analysis, Job Description								
CEO3: To provide the conceptual knowledge on external competitiveness and benefits								
CEO4: To bring awareness on performance based compensation system								
CEO5: To provide basic knowledge on legal & administrative issues in compensation								
UNIT - I		Introduction To Compensation					Lecture Hrs: 12	
Definition of Compensation, The Pay Model, strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options								
Internal Alignment: Internal Pay Structures, Strategic Choices in Internal Alignment Design.								
UNIT - II		Job Analysis and Evaluation					Lecture Hrs: 10	
Job Analysis- Job Descriptions - Job Specification - Job Analysis Data Collection Process - Job Evaluation-Significance-Methods.								
UNIT - III		External Competitiveness and Benefits Management					Lecture Hrs:12	
Determining External Competitiveness: Definition-Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades –Pay Ranges.								
Benefits: Benefits Determination Process, Legally Required Benefits, Retirement, Medical, & Other Benefits								
UNIT - IV		Performance Based Compensation System					Lecture Hrs:10	
Employee Contributions: Pay For Performance (PFP), Rewarding Desired Behaviors, Does Compensation Motivate Performance, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives. Compensation of Special Groups: Who are Special Groups? Compensation Strategies for Special Groups								
UNIT - V		Legal & Administrative Issues in Compensation					Lecture Hrs:12	
Legal Issues, Pay Discrimination, Comparable Worth, Budgets and Administration								
Global Compensation: Social Contract, Culture & Pay, Strategic Choices in Global Compensation, Comparing Systems, Expatriate Pay								



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Course Outcomes:		
On successful completion of the course the student will be able to,		POs & PSOs related to COs
CO1	Apply the basic knowledge on Compensation Management Concepts.	PO1, PO4, PO5, PO6, PSO1, PSO2
CO2	Analyze the importance Job Analysis and Job Description.	PO1, PO4, PO5, PO6, PSO1, PSO2
CO3	Explain the concept of External competitiveness and Benefits determination process.	PO1, PO4, PO5, PO6, PSO1, PSO2
CO4	Examine the factors of performance based compensation system.	PO1, PO4, PO5, PO6, PSO1, PSO2
CO5	Apply the Knowledge on legal & administrative issues in compensation.	PO1, PO4, PO5, PO6, PSO1, PSO2
Text Books:		
1. Strategic Compensation, 3/e, Joseph J. Martocchio, Prentice Hall, 2006. 2. Compensation Management, Dr. Kanchan Bhatia, Himalaya Publishing House, 2009.		
Reference Books:		
2. Compensation Management in a Knowledge Based World, 9/e, Handerson, Pearson, 2007. 3. Strategic Compensation, 10/e, Joseph J. Martocchio, Pearson Education, 2020. 4. Compensation Management, Tapomoy Deb, Excel Books, New Delhi, 2013. 5. Compensation management, 2/e, Dipak Kumar Bhattacharyya, 2015.		
Online Learning Resources:		
https://smallbusiness.chron.com/definition-employee-contributions-15361.html https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/buildingamarket-basedpaystructurefromscratch.aspx https://www.indeed.com/career-advice/pay-salary/external-competitiveness https://sportsconflict.org/resource/defining-internal-alignment/		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2402C : COMPENSATION MANAGEMENT	C2402C.1	3	-	-	3	2	3	-	-	3	2.5
	C2402C.2	3	-	-	2	2	3	-	-	3	2
	C2402C.3	3	-	-	3	3	3	-	-	3	3
	C2402C.4	3	-	-	2	3	3	-	-	3	2.5
	C2402C.5	3	-	-	3	3	3	-	-	3	3
	C2402C	3	-	-	2.6	2.6	3	-	-	3	2.6



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV						
Course Code		SOFTWARE PROJECT MANAGEMENT	L	T	P	C
22MBA242D			3	1	0	4
Course Educational Objectives:						
CEO 1: To understand the nature of software project management and quality and productivity factors						
CEO 2: To understand the concepts and principles of software project design and user interfaces						
CEO 3: To know the basics of testing and software quality assurance						
CEO 4: To understand structured coding techniques and implementation process						
CEO 5: To understand the need of software maintenance and other maintenance tools						
UNIT - I	Introduction to Software Engineering					Lecture Hrs: 8
Size, Quality and productivity factors. Planning a software project, Cost estimation						
UNIT - II	Software Design Concepts Modularization					Lecture Hrs: 12
Design strategies, Real time distributed systems design, Test plans.						
UNIT - III	Quality Assurance					Lecture Hrs:10
Walk through, and inspection, Static Analysis, Symbolic execution, UNIT testing & debugging, system testing and formal verification.						
UNIT - IV	Implementation Issues					Lecture Hrs:8
Implementation Issues – Structured Coding Techniques.						
UNIT - V	Software Maintenance					Lecture Hrs:12
Maintainability, Managerial aspects, configuration management, source code metrics, other maintenance tools and techniques.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Discuss the relevance of IT outsourcing aspects in software projects.					PO1, PSO1
CO2	Acquire skills on key aspects of managing software projects and IT outsourcing engagements through conceptual learning, case studies, and research-based assignments.					PO1, PO2, PSO1
CO3	Express knowledge which integrates best practices from the fields of Software Quality, Software Project Management, and IT outsourcing.					PO2, PSO1
CO4	Describe the processes involved in the development, evaluation, Implementation, support, and management of software-intensive systems.					PO2, PO5, PSO1,PSO2
CO5	Explain the right attitude needed by a project manager for managing resources to achieve success in a software project.					PO2, PO5, PSO1,PSO2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Text Books:
1. Pressman: Software Engineering (Tata McGraw Hill), 2008. 2. Carlo Ghezzi, Mehdi Jazayuni and Dino Mandnioli: Fundamentals of Software Engineering (Prentice Hall of India), 2012
Reference Books:
1. Rechord Fairley: Software Engineering Concept (Tata McGraw Hill), 2007
Online Learning Resources:
https://onlinecourses.nptel.ac.in/noc19_cs70/preview https://www.classcentral.com/course/swayam-software-project-management-14294

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2402D : SOFTWARE PROJECT MANAGEMENT	C2402D.1	2		-	-	-	-	-	-	2	-
	C2402D.2	2	2	-	-	-	-	-	-	2	-
	C2402D.3	-	2	-	-	-	-	-	-	2	-
	C2402D.4	-	2	-	-	3	-	-	-	2	3
	C2402D.5	-	2	-	-	3	-	-	-	2	3
	C2402D	2	2	-	-	3	-	-	-	2	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV						
Course Code		INTERNATIONAL FINANCE	L	T	P	C
22MBA243A			3	1	0	4
Course Educational Objectives:						
CEO1 : To provide knowledge on ➤ Basics of International financial system ➤ Reforms in International financial system						
CEO2 : To know about changes of interest rates in International economic environment.						
CEO3 : To know foreign exchange exposure in different transactions.						
CEO4 : To take decisions on international investment decisions.						
CEO5 : To examine Euro currency market						
UNIT - I	Foreign Exchange Market					Lecture Hrs: 8
Foreign exchange rate – Determination of foreign Exchange rate – Demand and supply of foreign exchange – Spot rate and forward rate – Cross rates – Arbitrage – Fixed exchange rate and floating exchange rate – Implications of depreciation/ devaluation and appreciation / revaluation of currency – International liquidity and IMF.						
UNIT - II	International Parity					Lecture Hrs: 12
Purchasing power parity – Interest rate parity – Covered interest arbitrage – Forward rate parity – Fisher effect – Interrelationship of parity conditions. Big Mac Rates						
UNIT - III	Management of Foreign Exchange Exposure and Risk					Lecture Hrs:10
Meaning of exposure – Economic exposure – Transaction exposure – Operating exposure – Translation exposure. Currency options – Currency futures/forwards – Currency swaps. Accounting & Reporting Forex gains / losses.						
UNIT - IV	Cross Border Investments					Lecture Hrs:8
Cost of capital – Approaches to project evaluation –Adjusted present value method – Risks in foreign Projects.						
UNIT - V	Eurocurrency Market					Lecture Hrs:12
Growth of Eurocurrency market – Euro issues – External commercial – borrowings – International bond market – Indian Euro issues. RBI guidelines on ECBs, and foreign investments. Features of ADR, GDR, IDR.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Examine the international financial market and system.					PO1,PO3, PO4, PO8, PSO1, PSO2
CO2	Use the parity methods to determine foreign exchange rates.					PO1,PO3, PO4, PO8, PSO1, PSO2
CO3	Analyze the foreign exchange exposure and manage it effectively.					PO1,PO2, PO8, PSO1
CO4	Apply the financial tools to evaluate cross border investments.					PO1,PO2, PO8, PSO1



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO5	Explain the growth of Euro currency market and compare the international financial instruments.	PO1,PO2 , PO8, PSO1
Text Books:		
1. International Finance, Siddaiah T, Pearson Publication, 2015. 2. International Financial Management, 8/e, PG Apte, Tata McGraw Hill, 2018.		
Reference Books:		
1. International Finance, Marrice D Levi, McGraw Hill, 2009. 2. Multinational Financial Management, Alan C. Shapiro, Wiley India, 2008. 3. International Corporate Finance, Jeff Madura, Thomson, 2013. 4. International Financial Management, Cheols Eun and Bruce G Resnick, McGraw Hill, 2003. 5. International Finance, Ephraim Clark, Thomson, 2009. 6. International Finance, MihirA. Desai, Wiley India, 2013.		
Online Learning Resources:		
https://www.digimat.in/nptel/courses/video/110105057/L01.html https://freevidelectures.com/course/3503/international-finance https://nptel.ac.in/courses/110105057		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2403A : INTERNATIONAL FINANCE	C2403A.1	3	-	2	2	-	-	-	3	3	2
	C2403A.2	3	-	2	2	-	-	-	3	3	2
	C2403A.3	3	3	-	-	-	-	-	3	3	-
	C2403A.4	3	3	-	-	-	-	-	3	3	-
	C2403A.5	3	3	-	-	-	-	-	3	3	-
	C2403A	3	3	2	2	-	-	-	3	3	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV						
Course Code		INTERNATIONAL MARKETING	L	T	P	C
22MBA243B			4	0	0	4
Course Educational Objectives:						
CEO1: To provide knowledge about Principles of International Marketing						
CEO2: To inculcate various aspects pertinent to International Market opportunities						
CEO3: To elucidate International Product Management						
CEO4: To provide necessary knowledge about international market channels						
CEO5: To give an elaborate view about pricing and promotion of international markets						
UNIT - I	Introduction to International Marketing				Lecture Hrs: 8	
Introduction to IM, Scope and Significance of International Marketing, The Strategic Importance of International Marketing, Difference Between International and Domestic Marketing, Need for International Trade- International Market Environment.						
UNIT - II	International Market Opportunities				Lecture Hrs: 12	
Regional Market Characteristics, Marketing in Transitional Economies and Third World Countries, International Market segmentation and Targeting- International Market entry strategies- Direct exporting, Indirect exporting, Entry strategies of Indian Firms						
UNIT - III	International Product Management				Lecture Hrs:10	
International Product Positioning, International Product Life, Cycle, Geographic Expansion- Strategic Alternatives- New products in International Marketing, Product and Culture, Brands in International Market.						
UNIT - IV	International Market Channels				Lecture Hrs:8	
Channels-Distribution Structures, Distribution Patterns, Factors Effecting Choice of Channels, The Challenges in Managing an International Distribution Strategy, Selecting Foreign Country Market Intermediaries-The Management of Physical Distribution of Goods.						
UNIT - V	Pricing and Promotion for International Markets				Lecture Hrs:12	
Environmental Influences on Pricing Decisions, Grey Market Goods, Transfer Pricing, Global Pricing – Policy Alternatives, Global Advertising and Publicity, Sponsorship Promotion.						
Course Outcomes:						
On successful completion of the course the student will be able to,					POs & PSOs related to COs	
CO1	Explain the fundamental concepts of international marketing and outline the strategic significance of international marketing				PO1, PO2, PO7, PSO1	
CO2	Evaluate the international market entry strategies by analyzing the regional market characteristics				PO1, PO4, PO7, PSO1, PSO2	
CO3	Apply branding and positioning strategies for international products				PO1, PO2, PO4, PO7, PSO1, PSO2	
CO4	Compare the international distribution strategies and effectively manage the physical distribution function.				PO1, PO2, PO4, PO7, PSO1, PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO5	Demonstrate the knowledge in International Pricing and Promotional strategies.	PO1, PO4, PO7, PSO1, PSO2
Text Books:		
1. Global Marketing Management, 4/e, Keegan, Green, Pearson Education, New Delhi, 2008. 2. International Marketing Analysis and Strategy, 3/e, Sakonkvisit, John J.Shaw, Prentice Hall India, New Delhi, 2009.		
Reference Books:		
1. International Marketing, 13/e, Philip R Cateora, John Graham, Prasanth Salwan, Tata Mc Graw Hill, New Delhi, 2008. 2. International Marketing, 1/e, <u>Dr. Shalini Agrawal</u> Sahitya Bhawan Publications; 2021 3. International Marketing, 4/e, Vasudeva PK, Excel Books, New Delhi, 2010. 4. Global Marketing Management, 2/e Lee, Carter, Oxford, New Delhi, 2009.		
Online Learning Resources:		
https://archive.nptel.ac.in/courses/110/105/110105157/ https://backup.pondiuni.edu.in/sites/default/files/Global%20marketing-260214.pdf http://ebooks.lpude.in/management/mba/term_4/DMGT547_INTERNATIONAL_MARKETING.pdf		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2403B : INTERNATIONAL MARKETING	C2403B.1	3	2	-	-	-	-	3	-	2.7	-
	C2403B.2	3	-	-	2	-	-	3	-	3	2
	C2403B.3	3	2	-	2	-	-	3	-	2.7	2
	C2403B.4	3	2	-	2	-	-	3	-	2.7	2
	C2403B.5	3	-	-	2	-	-	3	-	3	2
	C2403B	3	2	-	2	-	-	3	-	2.82	2



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV								
Course Code		INTERNATIONAL HUMAN RESOURCE MANAGEMENT			L	T	P	C
22MBA243C					4	0	0	4
Course Educational Objectives:								
CEO1: To provide a framework and clear understanding of International HRM								
CEO2: To provide student the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection								
CEO3: To provide the idea and the process of repatriate and expatriate management in MNCs including cross cultural training.								
CEO4: To provide the student the knowledge to develop competency in dealing with performance management through competency appraisal, downsizing, layoff and turnover								
CEO5: To develop generic and transferable skills in diagnosing International HRM issues critically this includes work and labor regulations, strategic HRM issues.								
UNIT - I		Introduction to IHRM					Lecture Hrs: 8	
Reasons for going Global - Approaches to IHRM, Difference between IHRM & Domestic HRM, Challenges of IHRM- Global Assignments.								
UNIT - II		International Staffing					Lecture Hrs: 11	
Sources, IHRM Planning–Recruitment - Selection in International Context - Challenges of recruitment - Global Leadership Development Programmes, Dealing with employee shortages.								
UNIT - III		Repatriation and Expatriation					Lecture Hrs:10	
Process of Repatriate and Expatriate management in Multinational Companies, Training Expatriates and Repatriates, Cross Cultural Training, Methods of Training adopted.								
UNIT - IV		Performance and Compensation Management					Lecture Hrs:10	
Performance management System in MNCs - Competency Appraisal, Downsizing, Layoff, Turnover, Objectives and Key Components of International Compensation, Compensation Practices in MNCs, Rewards and Incentives.								
UNIT - V		IHRM in Present Context					Lecture Hrs:11	
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.								
Course Outcomes:								
On successful completion of the course the student will be able to,							POs & PSOs related to COs	
CO1	Describe the framework and clear understanding of International HRM						PO1, PO4, PO5, PO6, PSO1, PSO2	
CO2	Demonstrate HRM challenges facing multinational corporations including, staffing, and development of global leadership						PO1, PO2, PO3, PO5, PO6, PSO1, PSO2	
CO3	Analyze the HRM challenges facing in the process of repatriation and expatriation						PO1, PO2, PO3, PO5, PO6, PSO1, PSO2	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

CO4	Measure the performance management systems in MNCs in competency mapping.	PO1, PO3, PO5, PO6, PSO1, PSO2
CO5	Develop a global mindset and sensitivity to cultural issues in organizations	PO1, PO2, PO3, PO4, PO5, PO6, PSO1, PSO2
Text Books:		
1. International Human Resource Management, 1/e, P. SubbaRao, Himalaya Publishing House, New Delhi, 2011. 2. International Human Resource Management: Text and Cases, 2/e, K. Aswathappa, Sadhna Dash, Tata McGraw-Hill, New Delhi. 2012.		
Reference Books:		
1. International Dimensions of Organizational Behavior, 5/e, Adler N.J., Kent Publishing, Boston, 2008. 2. International Dimensions of Organizational Behavior, 5/e, Adler N.J., Kent Publishing, Boston, 2008. 3. International Human Resource Management (Text and Cases), 3/e, P. Subba Rao, Himalaya Publishing House Pvt. Ltd., 2022. 4. International Human Resource Management Paperback, Peter J. Dowling, Marion Festing, Allen D. Engle, 2017.		
Online Learning Resources:		
https://www.businessmanagementideas.com/international-human-resource-management/international-human-resource-management/19613 https://www.whatishumanresource.com/international-staffing https://theintactone.com/2019/02/09/shrm-u4-topic-11-expatriation-and-repatriation/ https://www.slideshare.net/SoumyaSahoo1/ihrm-performance-management https://www.ukessays.com/essays/business/the-issues-of-international-human-resource-management-business-essay.php		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2403C : INTERNATIONAL HUMAN RESOURCE MANAGEMENT	C2403C.1	3	-	-	3	3	3	-	-	3	3
	C2403C.2	3	3	3	-	3	3	-	-	3	3
	C2403C.3	3	3	3	-	2	3	-	-	3	2.5
	C2403C.4	3	-	2	-	3	3	-	-	3	2.5
	C2403C.5	3	3	2	3	2	3	-	-	3	2.3
	C2403C	3	3	2.5	3	2.6	3	-	-	3	2.7



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV								
Course Code		ARTIFICIAL INTELLIGENCE AND EXPERT SYSTEMS			L	T	P	C
22MBA243D					3	1	0	4
Course Educational Objectives:								
CEO1: To familiarize students with Artificial Intelligence techniques for building well engineered and efficient intelligent systems								
CEO2: In the applied point of view, some cutting edge applications of these systems will also be discussed.								
CEO3: To have an appreciation and understanding of both the achievements of AI and the theory underlying those achievements.								
CEO4: To have an appreciation for the engineering issues underlying the design of AI systems								
CEO5: To know about various Expert System tools and applications								
UNIT - I		Introduction					Lecture Hrs: 8	
Introduction to AI - The History of Artificial Intelligence - The State of the Art. Intelligent Agents: Agents& Environments – Good Behavior: The Concept of Rationality –The Nature of Environments - Structure of Agents.								
UNIT - II		Solving Problems by Searching					Lecture Hrs: 12	
Problem Solving Agents – Example Problems- Searching for Solutions-Uninformed Search Strategies -Informed (Heuristic) Search Strategies - Heuristic Functions.								
Beyond Classical Search								
Local Search Algorithms and Optimization Problems- Local Search in Continuous Spaces- Searching with Nondeterministic Actions- Searching with Partial Observations.								
UNIT - III		Constraint Satisfaction Problems & Logical Agents					Lecture Hrs:10	
Constraint Satisfaction Problems: Defining Constraint Satisfaction Problems- Constraint Propagation: Inference in CSPs- Backtracking search for CSPs.								
Logical Agents: Knowledge–Based Agent - The Wumpus World – Logic - Propositional Logic: a Very Simple Logic - Propositional Theorem Proving - Effective Propositional Model Checking - Agents Based on Propositional Logic.								
UNIT - IV		First Order Logic & Inference in First Order Logic					Lecture Hrs:8	
First Order Logic: Syntax and Semantic of First-Order Logic - Using First-Order Logic - Knowledge Engineering in First-Order Logic.								
Inference in First Order Logic: Propositional Vs First Order Inference-Unification and Lifting-Forward Chaining-Backward Chaining-Resolution.								
UNIT - V		Expert Systems					Lecture Hrs:12	
Introduction, Rule based system Architecture, Non production system Architecture, Knowledge system building tools.								



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Course Outcomes:		
On successful completion of the course the student will be able to,		POs & PSOs related to COs
CO1	Explain the key characteristics and structure of intelligent agents	PO1, PO2, PSO1
CO2	Solve search problems by applying a suitable search strategy.	PO1, PO2, PSO1
CO3	Design of an intelligent agent using propositional logic and first order logic to solve reasoning problems	PO1, PO2, PSO1
CO4	Construct a knowledge representation system using logic and ontological engineering to facilitate inference in the given problem domain	PO1, PO2, PSO1
CO5	Develop expert system using appropriate methods	PO2, PO6, PSO1
Text Books:		
1. Artificial Intelligence A Modern Approach, 3/e, Stuart J. Russell and Peter Norvig Pearson Education, 2015.		
Reference Books:		
1. Artificial Intelligence, 3/e, Elaine Rich, Kevin Knight and Shiva Shankar B Nair Tata McGraw Hill.		
2. Artificial Intelligence-Structures and Strategies for Complex Problem Solving, 5/e, George F. Luther, Pearson Education.		
3. Introduction to Artificial Intelligence, Eugene Charniak and Drew McDermott, Pearson Education.		
Online Learning Resources:		
https://onlinecourses.nptel.ac.in/noc22_cs56/preview		
https://nptel.ac.in/courses/106102220		
https://onlinecourses.nptel.ac.in/noc21_ge20/preview		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2403D : ARTIFICIAL INTELLIGENCE AND EXPERT SYSTEMS	C2404D.1	2	2	-	-	-	-	-	-	2	-
	C2404D.2	2	2	-	-	-	-	-	-	2	-
	C2404D.3	2	2	-	-	-	-	-	-	2	-
	C2404D.4	2	2	-	-	-	-	-	-	2	-
	C2404D.5	-	2	-	-	-	2	-	-	2	-
	C2404D	2	2	-	-	-	2	-	-	2	-



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV					
Course Code	PROJECT WORK	L	T	P	C
22MBA244		0	0	10	10

Course Educational Objectives:

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

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

Course Outcomes:

On successful completion of the course the student will be able to		POs & PSOs related to COs	
CO1	Apply the knowledge of management to define the research area, title and method.	PO1, PSO1	
CO2	Construct the research objectives in relation to the organizational objectives.	PO5, PSO2	
CO3	Collect the suitable literature and data as a base for analytical and critical thinking to solve research problem.	PO2, PSO1	
CO4	Employ ethics and value based approach in carrying out project work.	PO3, PSO2	
CO5	Document and communicate the research work in an effective way from various environmental perspective.	PO4, PSO2	
CO	Apply the knowledge in selected field of study to deduce the research findings and recommendations.	PO6, PO7, PO8, PSO1	



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C2404 : PROJECT WORK	C2404.1	3	-	-	-	-	-	-	-	3	-
	C2404.2	-	-	-	-	3	-	-	-	-	3
	C2404.3	-	3	-	-	-	-	-	-	3	-
	C2404.4	-	-	3	-	-	-	-	-	-	3
	C2404.5	-	-	-	3	-	-	-	-	-	3
	C2404.5	-	-	-	-	-	3	3	3	3	-
	C2404	3	3	3	3	3	3	3	3	3	3



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

II MBA – Semester - IV						
Course Code		INDUSTRY 4.0	L	T	P	C
22AUD241			2	0	0	0
Course Educational Objectives:						
CEO1: To provide an overview of industry 4.0 and technology based innovations.						
CEO2: To Align the theory and concepts with Industrial application of computers						
CEO3: To Introduce the basic concepts of Industry 4.0, Artificial Intelligence, Big Data and Internet of Things.						
CEO4: To Discuss and demonstrate the applications and tools of Industry 4.0.						
CEO5: To Impart knowledge on innovation types, stages of innovation process, and competitive advantage						
UNIT - I	Introduction to Industry 4.0 and Technologies					Lecture Hrs: 8
Industry 4.0 - Need – Reason for Adopting Industry 4.0 - Definition – Goals and Design Principles						
UNIT - II	Technologies of Industry 4.0					Lecture Hrs: 12
Big Data – Artificial Intelligence (AI) – Industrial Internet of Things - Cyber Security – Cloud – Augmented Reality – Mixed Reality.						
UNIT - III	Big Data					Lecture Hrs:10
Data : Terminologies - Big Data Definitions - Essential of Big Data in Industry 4.0 - Big Data Merits and Advantages - Big Data Components: Big Data Characteristics - Big Data Processing Frameworks - Big Data Applications - Big Data Tools - Big Data Roles - Learning Platforms						
UNIT - IV	IOT					Lecture Hrs:8
Internet of Things (IoT) : Introduction to IoT - Architecture of IoT - Technologies for IoT - Security in IoT.						
UNIT - V	Applications of IoT					Lecture Hrs:12
Applications of IoT – Manufacturing – Healthcare – Education – Aerospace and Defense – Agriculture – Transportation and Logistics – Impact of Industry 4.0 on Society: Impact on Business,Government, People						



SREENIVASA INSTITUTE OF TECHNOLOGY AND MANAGEMENT STUDIES
[AUTONOMOUS], CHITTOOR - 517 127
DEPARTMENT OF MANAGEMENT STUDIES

Course Outcomes:		
On successful completion of the course the student will be able to,		POs & PSOs related to COs
CO1	Explain the basic concepts of Industry 4.0 and new technologies in decision making	PO1,PO2, PO4, PSO1,PSO2
CO2	Outline the features of Artificial Intelligence and application domains	PO1, PO2, PO4, PO5, PSO1,PSO2
CO3	Summarize the Big data domain stack and Internet of Things Identify the applications and Tools of Industry 4.0	PO1, PO2, PO4, PO5, PSO1,PSO2
CO4	Develop innovative ideas based on technology	PO1, PO2, PO4, PO5, PSO1,PSO2
CO5	Apply the knowledge in various industries based on technology to take effective and efficient managerial decision.	PO1, PO2, PO4, PO5, PSO1, PSO2
Text Books:		
1. Industry 4.0: The Industrial Internet of Things Paperback, 1/e, Alasdair Gilchris, 2017. 2. Handbook of Industry 4.0 and SMART Systems, Diego Galar Pascual, Pasquale Daponte, Uday Kumar, 2020.		
Reference Books:		
1. IoT Reference Architecture, Alasdair Gilchrist, 2016. 2. Introducing Industry 4.0, Alasdair Gilchrist, 2016.		
Online Learning Resources:		
https://nptel.ac.in/courses/106105195 https://archive.nptel.ac.in/courses/106/105/106105195/		

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

Course	PO CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO1	PSO2
C240A1 : INDUSTRY 4.0	C240A1.1	3	3	-	3	-	-	-	-	3	3
	C240A1.2	3	3	-	3	3	-	-	-	3	3
	C240A1.3	3	3	-	3	3	-	-	-	3	3
	C240A1.4	3	3	-	3	3	-	-	-	3	3
	C240A1.5	3	3	-	3	3	-	-	-	3	3
	C240A1	3	3	-	3	3	-	-	-	3	3