ACADEMIC REGULATIONS
COURSE STRUCTURE
AND
DETAILED SYLLABUS

MASTER OF BUSINESS ADMINISTRATION
A TWO YEARS PG COURSE

(Applicable for the batches admitted from 2015-2016)

VAAGDEVI COLLEGE OF ENGINEERING
(Autonomous)
Bollikunta, Warangal – 506 005
Telangana State, India
For pursuing Two-year PG program of study in Master of Business Administration (MBA) offered by Vaagdevi College of Engineering an Autonomous status and herein after referred to as VCE

1. Applicability

All the rules specified herein after and approved by the Academic Council shall be in force and applicable to the students admitted from the academic year 2015-2016 onwards. Any reference to “college” in these rules and regulations stands for Vaagdevi College of Engineering.

2. Extent

All the rules and regulations, specified herein after shall be read as a whole for the purpose of interpretation and as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, The Principal, Vaagdevi College of Engineering shall be the Chairman, College Academic Council.

3. Program Offered

Vaagdevi College of Engineering, an autonomous college affiliated to JNTUH, offers Master of Business Administration (MBA) program of study leading to the award of MBA post-graduate degree under the autonomous scheme.

4. Admission: MBA Program

4.1 Eligibility-Admission to the MBA degree program shall be made subject to the eligibility, qualifications and specialization prescribed by State Council of Higher Education, Government of Telangana.

Admissions shall be made based on the rank secured in ICET examination conducted by State Council for Higher Education, Government of Telangana for allotment of a seat by the Convener, ICET subject to reservations prescribed by the University or policies formed by the Government of Telangana from time to time.

4.2 Admission Procedure- Admissions are made into the first year of two year MBA program as per the stipulations of State Council of Higher Education, Government of Telangana.

i) Category - A seats are filled by the Convener, ICET.
ii) Category - B seats are filled by the Management.
5. Duration of the Program

5.1 Normal Duration - MBA program extends over a period of two academic years leading to the Post-Graduate Degree of Master of Business Administration (MBA) of Vaagdevi College of Engineering (Autonomous), Warangal.

5.2 Maximum Duration - The maximum period within which a student must complete a full-time academic program is 4 years for MBA. If a student fails to complete the academic program within the maximum duration as specified above, he/she will be required to withdraw from the program.

5.3 After four academic years of course work, the candidate is permitted to write the examinations for two more years, with the approval of College Academic Council. The candidate shall register for all credits and secure all the credits.

6. Course Registration

6.1 A ‘Faculty Advisor or Counselor’ shall be assigned to each student, who will advise him on its Course Structure and Curriculum, Choice/Option for Subjects/Courses, based on his competence, progress, pre-requisites and interest.

6.2 Academic Section of the College invites ‘Registration Forms’ from students within 15 days from the commencement of classwork through ensuring ‘DATE and TIME Stamping’. The Registration for any ‘CURRENT SEMESTER’ shall be completed BEFORE the commencement of SEE (Semester End Examinations) of the ‘PRECEDING SEMESTER’.

6.3 A Student can apply Registration, ONLY AFTER obtaining the ‘WRITTEN APPROVAL’ from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

6.4 If the student submits ambiguous choices or multiple options or erroneous entries during Registration for the Subjects(s)/Course(s) under a given/specified Course Group/Category as listed in the Course Structure, only the first mentioned Subject/Course in that Category will be taken into consideration.

6.5 Subject/Course Options exercised through Registration are final and CANNOT be changed, nor can they be interchanged; further, alternate choices will also not be considered. However, if the Subject/Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the student shall be allowed to have alternate choice—either for a new subject or for another existing subject if the seats are available. Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Classwork for that Semester.

7. Semester Structure: The College shall follow semester pattern for the two year MBA degree program for conducting all its curricula. An academic year
shall consist of two semesters with semester break after first and second and summer break after second semester. Each semester shall have a minimum of 90 working days.

8. **Semester System and Choice Based Credit System**

As per the recommendation by the UGC, semester system and choice based credit system (CBCS) is followed from the academic year 2015-16. The choice based credit system provides a ‘cafeteria’ type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdiscipliary approach to learning.

9. **Examinations and Assessment – The Grading System**

9.1 Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practical’s, or comprehensive viva-voce, etc., based on the % marks obtained in CIE & SEE (Continuous Internal Evaluation + Semester End Examination, both taken together corresponding Letter Grade shall be given as shown in the in the item 9.2.

9.2 As a measure of the student’s performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

<table>
<thead>
<tr>
<th>% of Marks Secured (Class Intervals)</th>
<th>Letter Grade (UGC Guidelines)</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% and above ((≥ 80%, ≤ 100%))</td>
<td>O (Outstanding)</td>
<td>10</td>
</tr>
<tr>
<td>Below 80% but not less than 70% ((≥ 70%, ≤ 80%))</td>
<td>A+ (Excellent)</td>
<td>9</td>
</tr>
<tr>
<td>Below 70% but not less than 60% ((≥ 60%, ≤ 70%))</td>
<td>A (Very Good)</td>
<td>8</td>
</tr>
<tr>
<td>Below 60% but not less than 55% ((≥ 55%, ≤ 60%))</td>
<td>B+ (Good)</td>
<td>7</td>
</tr>
<tr>
<td>Below 55% but not less than 50% ((≥ 50%, ≤ 55%))</td>
<td>B (above Average)</td>
<td>6</td>
</tr>
<tr>
<td>Below 50% ((≤ 50%))</td>
<td>F (FAIL)</td>
<td>0</td>
</tr>
<tr>
<td>Absent</td>
<td>Ab</td>
<td>0</td>
</tr>
</tbody>
</table>

9.3 A student obtaining F Grade in any Subject shall be considered ‘failed’ and has to reappear as ‘Supplementary Candidate’ in the Semester End examination (SEE), as and when offered. In such cases, his Internal Marks (CIE Marks) in those Subjects will remain the same as those he obtained earlier.

9.4 A student not appeared for examination then ‘Ab’ Grade will be allocated in any Subject shall be considered ‘failed’ and will be required to reappear as ‘Supplementary Candidate’ in the Semester End Examination (SEE), as and when offered.

9.5 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.
9.6 In general, a student shall not be permitted to repeat any Subject/Course (s) only for the sake of ‘Grade Improvement’ or ‘SGPA Improvement’.

9.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding ‘Credit Points’ (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

Credit Points (CP) = Grade Point (GP) \times \text{Credits} \ldots \text{Course}

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

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

\[
SGPA = \frac{\sum_{i=1}^{N} C_i G_i}{\sum_{i=1}^{N} C_i} \ldots \text{For each Semester,}
\]

Where ‘i’ is the Subject indicator index (takes into account all Subjects in a Semester), ‘N’ is the no. of Subjects ‘REGISTRED’ for the Semester (as specifically required and listed under the Course Structure of the parent Department), \(C_i\) is the no. of credits allotted to the \(i^{th}\) Subject, and \(G_i\) represents the Grade Points (GP) corresponding to the Letter Grade awarded for that \(i^{th}\) Subject.

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

\[
CGPA = \frac{\sum_{j=1}^{M} C_j G_j}{\sum_{j=1}^{M} C_j} \ldots \text{for all S Semesters registered}
\]

(ie., upto and inclusive of S Semester, \(S \geq 2\),

Where ‘M’ is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has ‘REGISTERED’ from the 1st Semester onwards upto and inclusive of the Semester S (obviously \(M > N\), ‘j’ is the Subject indicator index (takes into account all Subjects from 1 to S Semester), \(C_j\) is the no. of Credits allotted to the \(j^{th}\) Subject, and \(G_j\) represents the Grade Points (GP) corresponding to the Letter Grade awarded for that \(j^{th}\) Subject. After registration and completion of I Year I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.
9.11 For Calculations listed in Item 9.2, performance in failed Subjects/ Courses (securing F Grade) will also be taken into account, and the Credits of such subjects/ Courses will also be included in the multiplications and summations.

10. **Attendance Requirements to appear for the semester-end examination**

10.1. A student shall be eligible to appear for semester-end examinations if he/she acquires a minimum of 75% of attendance in aggregate of all the subjects in a semester.

10.2. Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee.

10.3. Shortage of attendance below 65% in aggregate shall in no case be condoned.

10.4. Students whose shortage of attendance is not condoned in any semester are not eligible to take their semester-end examination of that class and their registration shall stand cancelled.

10.5. A student will not be promoted to the next semester unless he/she satisfies the attendance requirements of the current semester. The student may seek readmission for the semester when offered next. He/she will not be allowed to register for the subjects of the semester while he/she is in detention. A student detained due to shortage of attendance, will have to repeat that semester when offered next.

10.6. A stipulated fee shall be payable towards condonation of shortage of attendance to the College.

10.7. Attendance may also be condoned as per the recommendations of Academic Council for those who participate in prestigious sports, co-curricular and extra-curricular activities (NCC and NSS) provided as per the norms Govt. of Telangana in vogue.

11. **Method of Evaluation**-The performance of the candidate in each semester shall be evaluated subject-wise for a maximum of 100 marks for each theory subject, 100 marks for each laboratory course and 100 marks for each comprehensive viva-voce in all semester.

11.1 **Theory** -The performance of the candidate in each theory subject shall be evaluated for a maximum of 100 marks. The internal evaluation shall be for a maximum of 40 marks and the end semester evaluation shall be for a maximum of 60 marks.

11.1.1. **Internal Evaluation** -Internal Evaluation shall be made by the concerned faculty on the basis of the best of the marks secured in the two Mid-Term Examinations conducted one in the middle of the Semester and the other immediately after the completion of instruction. Each mid term examination shall be conducted for a total duration of 120 minutes. The structure of Internal Test Paper includes Part A as compulsory question (16 marks) which consists of four sub questions and carries four marks each and Part B (24 Marks) with Three questions to be answered out of five questions and each question is for 8 marks. If any candidate is absent from any test of a mid-term examination, test/s will be conducted again for him/her with a stipulated fee for each paper with the permission of Academic Council of the College.
11.1.2. **End –Semester Evaluation**-The end semester examination will be conducted in each subject for a maximum of 60 marks and the question paper shall be set external and there will be single valuation. The question paper shall consist of two parts. Part-A for 20 marks, and Part-B for 40 marks. Part-A is compulsory question consists of five questions one from each unit and carries four marks each. This question shall be labeled as Question-1. Part-B consists of five Questions (labeled as 2 to 6) and carries 8 marks each. Each of these questions shall be drawn from one unit and may contain sub-questions. For each question there will be an “either” “or” choice (two questions from each unit with internal choice shall be set).

11.2 **Laboratory**-The performance of the candidate in each laboratory course shall be evaluated for a maximum of 100 marks. The internal evaluation shall be for a maximum of 40 marks on the basis of day-to-day performance and the end semester evaluation shall be for a maximum of 60 marks. A candidate has to secure a minimum of 50 per cent of marks both in internal and end-semester examination in order to be declared as successful. Internal evaluation shall be done by concerned faculty and end-semester examination shall be conducted by the internal examiner and external examiner approved by the Board of studies.

11.3 **Comprehensive Viva-Voce** -The performance of the candidate in each semester shall be evaluated for a maximum of 100 marks. The internal evaluation shall be for a maximum of 40 marks on the basis of day-to-day performance and the end semester evaluation shall be for a maximum of 60 marks. A candidate has to secure a minimum of 50 per cent of marks both internal and end-semester examination to be declared successful. Comprehensive viva-voce examination-internal and end semester examination shall be assessed by a board consisting of Head of the Department and two faculty members of the department.

11.4 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40 per cent of marks in the End semester Examination and a minimum aggregate of 50 per cent of the total marks in the End Semester Examination and Internal Evaluation taken together.

11.5 In case the candidate does not secure the minimum academic requirement in any subject, he/she has to write the End semester Examination again in that subject. A candidate shall be given one chance to re-register for each subject provided the internal marks secured by him/her are less than 50 per cent and so failed in the end examination.

12. **Project Work**

12.1 Every candidate shall be required to submit dissertation on a topic approved by the Project Review Committee. A Project Review Committee (PRC) shall be constituted with the Head of the Department and two other senior faculty members. The candidate has initiate the project work during the summer vacation after second semester examinations
12.2 A candidate is permitted to register for the project work after satisfying the attendance requirement in all the subjects, both theory and laboratory courses. A candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters.

12.3 After satisfying rules a candidate has to submit, in consultation with his project supervisor, the title, objective and plan of action of his/her proposed project work to the Head of the Department for its approval. Only after obtaining the approval, the student can initiate the Project work.

12.4 A candidate is permitted to submit his/her dissertation only after the successful completion of theory and laboratory courses with the approval of PRC. For the approval of PRC the candidate shall submit the draft copy of the dissertation the thesis to the Head of the Department in fourth semester.

12.5 Three copies of the dissertation certified by the supervisor shall be submitted to the Department.

12.6 The dissertation shall be adjudicated by an examiner approved by the Board of Studies.

12.7 If the report of the examiner is not favorable, the candidate shall revise and resubmit the dissertation within the time frame as prescribed by PRC. If the report of the examiner is un-favorable again, the thesis shall be summarily rejected.

12.8 If the report of the examiner is favorable, the Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the examiner who adjudicated the dissertation. The Viva-Voce examination shall be conducted at the end of the course work and after the completion of the end semester examination of the final semester.

12.9 The Board shall jointly report the candidate’s work in the form of letter grade listed here under

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
</tr>
<tr>
<td>C</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>D</td>
<td>Unsatisfactory</td>
</tr>
</tbody>
</table>

12.10 If the report of the Viva-Voce is unsatisfactory, the candidate will retake the Viva-Voce examination after three months. If he/she fails to get a satisfactory report at the second Viva-Voce examination also, he/she will not be eligible for the award of the degree.

13. **Supplementary Examination**—Supplementary examinations for the odd semester shall be conducted with the regular examinations of even semester and vice versa, for those who appeared and failed in regular examinations. Such of the candidates writing supplementary examinations may have to write more than one examination per day.

14. Transitory Regulations
14.1 Discontinued, detained, or failed candidates are eligible for admission to two earlier or equivalent subjects at a time as and when offered.

14.2 The candidate who fails in any subject will be given two chances to pass the same subject otherwise; he/she has to identify an equivalent subject as per academic new regulations from time to time.

15. Award of Class

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

<table>
<thead>
<tr>
<th>Class Awarded</th>
<th>CGPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Class with Distinction</td>
<td>$\geq 7.75$</td>
</tr>
<tr>
<td>First Class</td>
<td>$6.75 \leq \text{CGPA} &lt; 7.75$</td>
</tr>
<tr>
<td>Second Class</td>
<td>$6.00 \leq \text{CGPA} &lt; 6.75$</td>
</tr>
</tbody>
</table>

16. Termination from the Program

The admission of a student to the program may be terminated and the student is asked to leave the college in the following circumstances

a. The student fails to satisfy the requirements of the program within the Maximum period stipulated for that program.

b. The student fails to satisfy the norms of discipline specified by the institute from time to time.

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

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# MALPRACTICES RULES

## DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

<table>
<thead>
<tr>
<th>Nature of Malpractices/Improper Conduct</th>
<th>Punishment</th>
</tr>
</thead>
<tbody>
<tr>
<td>If the candidate:</td>
<td></td>
</tr>
<tr>
<td>1. (a) Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)</td>
<td>Expulsion from the examination hall and cancellation of the performance in that subject only.</td>
</tr>
<tr>
<td>(b) Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.</td>
<td>Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.</td>
</tr>
<tr>
<td>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.</td>
<td>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. The Hall Ticket of the candidate is to be cancelled.</td>
</tr>
<tr>
<td>3. Impersonates any other candidate in connection with the examination.</td>
<td>The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that</td>
</tr>
</tbody>
</table>

-10-
4. **Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.**

   Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

5. **Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.**

   Cancellation of the performance in that subject.

6. **Refuses to obey the orders of the Chief Superintendent/Assistant Superintendent / 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 of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of...**

   In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
<table>
<thead>
<tr>
<th>Clause</th>
<th>Description</th>
<th>Sanction</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.</td>
<td>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.</td>
<td>Expulsion from the examination hall and cancellation of 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 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.</td>
</tr>
<tr>
<td>7.</td>
<td>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</td>
<td>Expulsion from the examination hall and cancellation of 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 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.</td>
</tr>
<tr>
<td>8.</td>
<td>Possess any lethal weapon or firearm in the examination hall.</td>
<td>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.</td>
</tr>
<tr>
<td>9.</td>
<td>If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.</td>
<td>Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.</td>
</tr>
<tr>
<td>10.</td>
<td>Comes in a drunken condition to the examination hall.</td>
<td>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the</td>
</tr>
<tr>
<td>11.</td>
<td>Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.</td>
<td>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.</td>
</tr>
<tr>
<td>------</td>
<td>-----------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------</td>
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<tr>
<td>12.</td>
<td>If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.</td>
<td><strong>---</strong></td>
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</tbody>
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VAAGDEVI COLLEGE OF ENGINEERING, WARANGAL  
AUTONOMOUS  
DEPARTMENT OF BUSINESS MANAGEMENT  
MBA Course under CBCS  

COURSE STRUCTURE  
(Applicable from the batch admitted during 2015-16 and onwards)

<table>
<thead>
<tr>
<th>S.N. No.</th>
<th>Course</th>
<th>Code</th>
<th>Subject</th>
<th>L</th>
<th>T</th>
<th>P</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Foundation Course</td>
<td>A91601</td>
<td>Information Technology for Managers</td>
<td>2</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Core Course</td>
<td>A91602</td>
<td>Business Environment</td>
<td>4</td>
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<td>4</td>
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<tr>
<td>3</td>
<td>Core Course</td>
<td>A91603</td>
<td>Managerial Economics</td>
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<td>4</td>
<td>Core Course</td>
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<td>Management and Organization Theory</td>
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<td>4</td>
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<td>5</td>
<td>Core Course</td>
<td>A91605</td>
<td>Accounting for Managers</td>
<td>4</td>
<td></td>
<td></td>
<td>4</td>
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<tr>
<td>6</td>
<td>Core Course</td>
<td>A91606</td>
<td>Managerial Communication</td>
<td>4</td>
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<tr>
<td>7</td>
<td>Core Course</td>
<td>A91607</td>
<td>Statistics for Management</td>
<td>4</td>
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<td></td>
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<tr>
<td>8</td>
<td>Foundation Course</td>
<td>A91608</td>
<td>IT - LAB</td>
<td></td>
<td>2</td>
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<td>1</td>
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<tr>
<td>9</td>
<td></td>
<td>A91609</td>
<td>Comprehensive Viva-Voce of I Semester</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>26</td>
<td>2</td>
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<td>28</td>
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<table>
<thead>
<tr>
<th>S. No.</th>
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VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS

(A91601) INFORMATION TECHNOLOGY FOR MANAGERS
(FOUNDATION COURSE)

I Year – I-Sem: MBA

 Course Objective: The course aim is to understand office tools.

 Learning Outcome: To expose the students to the latest trends in Information Technology. To provide necessary IT working skills for office productivity with emphasis on office tools.

 Unit – I

 Unit – II

 Unit – III
 Text processing: Document Creation and Management Mail Merge-Presentation Graphics through Power Point-Creation and Organisation of Slides-Organising Presentation through Multi-media Files and Slides-Data Management Database Creation-Table creation-Establishing relationships-Creation of forms and reports.

 Unit – IV
 Spread sheet: Functions and features of spread sheets. Opening a blank or new workbook, general organization, Highlights and main functions: Home, Insert, page layout, formulas, Highlights and main functions: Data, review, view, add-ins, Using help function.

 Unit-V

 Text Books:

 References:

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-17-
Course objective: this course is to make students understand different types of business environments they should review before taking managerial decisions.

Learning Outcomes: After reading the text book related to the syllabus and business news papers like Business Standard, Economic Times, and Business Line, students should be able to understand the issues related to the industrial policy from time to time. They will also understand the terminology of the planning commission and Union Budget. The knowledge gained by the students on capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act they will be useful for them to take decisions to ensure growth and sustainability of the organizations.

Unit – I

Unit – II

Unit – III

Unit – IV

Unit – V
India’s Trade Policy, EXIM policies & FEMA: Policy changes and Issues- Sector wise trade policies: Recent Developments – India’s New EXIM Policy- Legal framework-initiatives – FEMA.
Textbooks:

Reference Books:
3. Adhikary: Economic Environment of Business. (RBSA Publications)

****
Course Objectives: To understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing, Production and Finance from a broader perspective.

Learning Outcomes: Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

Unit-I

Unit-II

Unit-III

Unit-IV
Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall cost.

Unit-V
Text Books:

Reference Books:
1. Joel Dean: Managerial Economics. (Prentice Hall, New Delhi)

***
Course Objective: Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

Learning outcomes:
- The students should be able to learn the history of management and the contributions of important management researchers.
- They should be able to understand the relevance of environmental scanning, planning and how to take decisions.
- The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

Unit – I

Unit – II
Planning: Nature, importance and strategic considerations in planning – Planning premises – Components of planning as objectives, policies, strategies, procedures, methods rules, projects and budgets – Making plans effective – MBO.

Unit – III

Unit – IV
Decision making: The nature of managerial decision making, Meaning of decision – Decision process – Types of Decision - rational model of decision making, Decision making techniques.

Unit – V
Controlling: Meaning and significance – Objectives of controlling - Basic Control Process, Organisational and Functional area Control systems, Control Techniques – Communication as a tool of control.
Text Books:
   2. P. Subba Rao, Management theory & Practice HPH, 2007

Reference Books:

***
I Year – I-Sem: MBA

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Course Objective: The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

Learning Outcomes: To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

Unit – I
Introduction to Accounting: Importance, Objectives, Accounting Concepts and Conventions, The Generally Accepted Accounting Principles (GAAP), Double entry system - Recording business transactions, Classification of accounts, Accounting cycle.

Unit - II
The Accounting process: Overview of Books of Original Record; Journal and Subsidiary books, Ledger, Trial Balance, Classification of capital & revenue expenses, Final Accounts with Adjustments, Valuation of fixed assets - Tangible Vs Intangible assets, Methods of depreciation - Impact on measurement of business profile.

Unit - III
Corporate accounting: Issue of shares & Debentures, Entries for issue of shares, forfeiture - Issue of shares at Discount & premium, Alteration of share capital and reduction of share capital, Issue and Redemption of Debentures, Final accounts of companies, Methods of inventory valuation, Methods of valuation of good will.

Unit – IV
Financial Analysis-I: Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of company financial statements, Liquidity, Leverage, Solvency and Profitability ratios, Du Pont Chart - Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), Rationale and growing importance in global accounting environment.

Unit - V
Financial Analysis-II: Statement of changes in working capital, Funds from operations, Paid costs and unpaid costs, Distinction between cash profits and book profits, Preparation and analysis of Cash flow statement and Funds flow statement.

**Reference Books:**

Course Objectives: To enable students communicate effectively and how to write business letters and improve written communication.

Learning Outcomes: At the end of the course, students will be enabled with the following skills.
   a. English language skills for effective written business communication (‘s).
   b. Will be able to understand how to write project report.

Unit – I
Communication in Business: Importance & benefits, components – concepts – role and process of communication Types of communication – verbal and non verbal – Oral, aural, writing and reading the seven Cs of effective communication: Completeness, Conciseness, Consideration, Concreteness, Clarity, Courtesy and Correctness. Barriers to effective communication.

Unit – II

Unit – III

Unit – IV

Unit – V
Careers and Resumes: Introduction, Career Building, Understanding yourself, Setting a career goal, Job search / looking at various options, Preparing resume, Resume formats, traditional, electronic and video – resumes, Online recruitment process – Practice exercises, Write your resume to market yourself.

References:
2. GLOBERENA OR ANY OTHER SOFT SKILLS SOFTWARE/DATABASE.
3. Sailesh Sengupta, Business and Managerial Communications, PHI, 2011
VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS
(A91607) STATISTICS FOR MANAGEMENT
(CORE COURSE)

I Year – I-Sem: MBA  L  T  P  C
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Course Objective: To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

Learning Outcome: Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA Programme. They will be able to analyse the data statistically.

Unit-I: Introduction:

Unit-II
Measures of Central Tendency: Mean, Median and Mode, Measures of Dispersion: Range, Standard deviation and Variance – Coefficient of variation – Measure of Skewness.

Unit-III
Linear Correlation and Regression Analysis: Covariance, Pearson’s Correlation Coefficient Scatter plot – Spearman’s rank Correlation Coefficient – Regression lines.

Unit-IV

Unit-V
Time Series and Data Analysis: Fitting a trend line to a time series – Method of least Squares and Method of Moving Averages – Measure of Seasonal Variation.

Text Book:

References:

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VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS

(A91608) IT LAB

I Year – I-Sem: MBA

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Word -

WEEK 1: Creation of Document- Saving, Page Setup and printing
WEEK 2: Format Document-Text editing and saving-Copy,Cut,Paste-Headers and Footers
WEEK 3: Organising information with tables and outlines
WEEK 4: Mail merge-Publishing documents on Web.

Spread Sheets -

WEEK 5: Creating and editing worksheets-Cell formatting
WEEK 6: Creating and using formulas and functions
WEEK 7: Use of Macros –Sorting and querying data-Working with graphs and charts.
WEEK 8: Data Analysis with Statistical Tools-Use of Financial Tools-Use of other functions in spreadsheets for data analysis.

Reference Books

1) OpenOffice.org For Dummies by Gurdy Leete, Ellen Finkelstein, Mary Leete

***
Course Objective: The course objective is to strengthen the student’s conceptual knowledge in all the subjects of the semester I.

Learning Outcome: After reading the text books students will enhance the knowledge in the subjects mentioned in the semester I.

In today’s world the students are facing tough competition the comprehensive viva voce will help the students to face any type of competition and they will prove themselves.

References: All the reference books mentioned in semester I.
Course Objective: The objective is to enable students to assess their potentials and meet with challenges in career and life that will boost their employability and effectiveness.

Learning Outcomes: To make students understand the concept and components of personality, thereby to apply the acquired knowledge to themselves and to march towards excellence in their respective academic careers. To enable students to keep themselves abreast of general knowledge and current information. To bring out creativity and other latent talents with proper goal setting so that self- esteem gets enhanced. To sharpen memory skills and other study skills, which are vital for academic excellence. To give training for positive thinking which will keep the students in a good stead at the time of crisis.

Unit – I
Introduction: Definition of Personality, Determinants of Personality- biological, psychological and socio-cultural factors. Misconceptions and clarifications, Need for personality development.

Unit - II

Unit – III
Memory and study skills: Definition and importance of memory, Causes of forgetting, How to forget (thought stopping), how to remember (techniques for improving memory), The technique of passing exams-management of examination fear.

Unit – IV
Power of positive thinking: Nurturing creativity, decision-making and problem solving, Thinking power- seven steps for dealing with doubt, Traits of positive thinkers and high achievers, Goals and techniques for positive thinking, Enhancement of concentration through positive thinking, Practicing a positive life style.

Unit – V
General Knowledge and current affairs: Regional, National and International events, Geographical, political and historical facts, Information on sports and other recreational activities, Basic knowledge with regard to health and health promotion.
PRACTICAL TRAINING
The course would include the following practical exercises. Ice-breaking. Brainstorming and simulation exercises. Thought stopping. Memory and study skills training.

REFERENCES

***
Course Objective: To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

Learning Outcomes: Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and latest concepts of HRM to understand the functioning of the organisation.

Unit - I

Unit - II

Unit - III

Unit - IV
Unit - V

Text Books:

Reference Books:

***
Course Objective: Aim is to understand the basic marketing concepts through case studies.

Learning outcomes:
a. By reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management.
b. They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

Unit - I

Unit - II

Unit - III
Designing a Customer Driven Strategy: Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy, developing products and brands – product levels; classifying products, product range, line and mix, PLC, new product development.

Unit - IV
Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, communication promotion mix, factors effecting the promotion mix.
Unit - V
Pricing Decisions & Marketing Communication - Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, (BOP) Bottom of the Pyramid, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing. Designing and managing integrated marketing communications: Integrated marketing communications – Marketing communication mix.

Text Book:

References for Cases:
- Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.

References:

***
Course Objective: To give an overview of the problems facing by a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager’s problems.

Learning Outcomes: Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adopt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. It focuses on wealth maximization rather than profit maximization.

Unit - I

Unit - II
The Investment Decision: Investment decision process - Project generation project evaluation project selection and project Implementation - Development Cash Flow Data for New Projects - Capital Budgeting Techniques - Traditional and DCF methods - NPV Vs IRR Debate - Approaches for reconciliation, capital budgeting decision under conditions of risk and uncertainty.

Cost of Capital: Concept and measurement of cost of capital Debt Vs equity - Cost of equity, preference shares, equity capital and retained earnings - Weighted average cost of capital and marginal cost of capital importance of capital in capital budgeting decisions.

Unit - III

Unit - IV
Dividend Decisions: Dividends and Value of the firm - Relevance of dividends - MM hypothesis, factors determining dividend policy-dividends and valuation of the firm-the basic model - Declaration and payment of dividends, Bonus shares, Rights issue, share-splits, Major forms of dividends cash and Bonus shares - The theoretical backdrop Dividends and valuation Major theories centered on the works of GORDON, WALTER, LITNER - Brief discussion on dividend policies of Indian companies.
Unit - V


Text Book:

References:
6. IM Pandey, Cases in Financial Management, TMH 2/e 2012

***
Course Objective: The objective of the course is to enable the students the components of product cost their calculation methods, and their control. Prerequisite for the course is Knowledge of Financial Accounting and Analysis taught in First Semester of the programme.

Learning Outcomes:
1. The course aims at understanding the various concepts of cost and management accounting which are useful for decision making.
2. It also deals with various accounting control measures.

Unit – I

Unit – II

Unit – III

Unit – IV
Activity Based Costing: Activity Based Costing systems – Tracing costs from activities to products and services – Activity Based Management – Activity cost drivers – Activity based costing vs. traditional costing. (Problems)

Unit – V
Text Books:

Reference Books:
2) S.N. Maheswari: Management Accounting (Sultan Chand and Sons, New Delhi)
4) B.K. Chatterles: Cost and Management Accounting for Managers” Jaico publishing House. (New Delhi)
5) Khan and Jain: Management Accounting. (Tata McGraw Hill, New Delhi)
6) Robert N. Anthoney: Management Accounting (R.D Irwin)

****
Course Objective: The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Learning Outcomes: The Course covers origin and application of OR, Linear programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

Unit – I

Unit – II


Unit - III

Unit - IV

Unit - V
Queuing Theory: Queuing Structure and basic components of a Queuing Model-Distributions in Queuing Model- Differences in Queuing Model with FCFS- Queue Discipline, Single service station with finite and infinite population - Multiple service station with finite and infinite population.
Text Book:


References:

4) C.R. Kothari: Introduction to Operational Research (Vikash publishing house)

****
Course Objective: The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating research objectives and hypotheses and sample framework for undertaking research studies through well designed and structured questionnaires.

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

Unit – I

Unit – II

Unit – III

Unit – IV
Unit – V

Text Books:

References:
2. C.R. Kothari: Research Methodology –Methods & Techniques. (Vishwa Prakashan, New Delhi)

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VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS

(A92608) SOFT SKILLS LAB
(CORE COURSE)

I Year II-Sem: MBA

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Course Aim:

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

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

- Loose fear of public speaking and feel confident about themselves.
- Participate in group discussions.
- Face interviews.
- Gain communication skills and be able to convince their view point to the superiors, peers and subordinates.
- Time management skills to efficiently manage time in meeting deadlines in modern day organizations. Life style management skills to grow in modern day organization and succeed in their chosen careers.
- Help students to confidently face and succeed in the corporate selection processes.

- Presentations
- Group Discussions
- Overcoming fear of facing Interviews
- Time Management
- Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

REFERENCES

VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS

(A92609) COMPREHENSIVE VIVA-VOCE OF II SEMESTER

I Year II-Sem: MBA

Course Objective: The course objective is to strengthen the students conceptual knowledge in all the subjects of the semester II.

Learning Outcome: After reading the text books students will enhance the knowledge in the subjects mentioned in the semester II.

In today’s world the students are facing tough competition the comprehensive viva voce will help the students to face any type of competition and they will prove themselves.

References: All the reference books mentioned in semester II.

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Course Objective: To understand the dynamics of organizational behaviour.

Learning Outcome: To understand how employees behave in organizations. Students should be able to correct their individual behaviour and group behaviour. They will also be able to motivate and lead employees towards achievement of organizational mission and objectives.

Unit – I

Unit – II

Unit – III

Unit – IV

Unit – V
Text Books:

References:

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II Year I-Sem: MBA  L  T  P  C  
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Course Objective: The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business.

Learning Outcome: By reading the subject the students should be able to understand how to scan internal and external environment of an organization, understand different types of strategies and structures of the competitors, global strategies, turnaround strategies and strategic control. They would be able to formulate strategies, change strategies if necessary.

Unit – I

Unit – II

Unit – III

Unit – IV
Turnaround and Diversification Strategies: Turnaround strategy – Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

Unit – V
Strategy Evaluation and Control: Establishing strategic controls for measuring performance – appropriate measures- role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in

Text Books:
2. VSP Rao: Strategic Management, Excel, 2009

References:
4. P.Subbarao: Strategic management, Himalaya, 2009
II Year I-Sem: MBA

Course Objective: The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

Learning Outcomes: After going through the cases in the text and other references, by the end of this course the students will understand the MIS concepts its applications.

Unit-I:

Unit-II:

Unit-III:

Unit-IV:

Unit-V:
Organisation of Information System-Centralised, Decentralised and Distributed Processing-Role and Responsibilities of Information Systems Professionals-Security and Ethical Issues in Information Systems-Risks, Controls and Threats.
Text Books:

Suggested Readings:
Course Objective: To give an understanding about performance management and reward system linked with performance.

Learning Outcome: The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.

Unit-I

Unit-II

Unit-III

Unit-IV

Unit-V
Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring, Pygmalion effect, Job Analysis, 360'Degree or Multirater assessment and Feedback Systems.
Text Book:


References:

II Year I-Sem: MBA  

Course Objective: It enables the student understand the concepts issues and challenges of compensation and reward management.

Learning Outcome: The student understands how to design the compensation for various levels of jobs in the organization, designing the compensation for special groups. Government and legal issues in compensation design.

Unit – I  

Unit – II  

Unit – III  

Unit – IV  
Unit – V


Text Books:
1. Milkovich GT Newman TM Compensation, Tata McGra Hill, 2005

References:

****
Course Objective: The aim of the course is to enable HR elective students develop awareness towards labour laws. The students will understand how to deal with legal problems emanating from employer and employee relations in organizations.

Learning Outcome: The student understands the industrial relations, its importance in HR and various Labour Laws like Factories Act, Wage and Bonus Act and Dispute Preventive and Corrective Mechanisms. They will also understand the role of Trade Unions, Settlement of disputes, Collective Bargaining, Wage Policy.

Unit – I

Unit – II

Unit – III

Unit – IV

Unit – V

Text Books:

References:
2. Dr K S Anandram “Cases in Personnel Management Industrial Relations and Trade Relations” Everest, 2012.

****
II Year I-Sem: MBA  

Course Objective: The objective of this course is to provide the conceptual and practical understanding of Stock markets Equity & Bond Valuation, Cash market and also Mutual funds.

Learning Outcome: To understand the investment alternatives, process and portfolio management.

Unit – I  
Investment Environment in India, overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process. Security Analysis: Fundamental Analysis, Technical Analysis, EMH (Efficient Market Hypothesis)

UNIT – II  

Unit – III  
Bond Analysis & Valuation & Management: Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

Unit – IV  
Equity Valuation: Equity Analysis & Valuation, Balance sheet Analysis equity valuation models, intrinsic value & market price, The P/E Ratio & Earnings multiplier Approach, CAGR, Price/Book value, Price/ Sales ratio, Economic Value Added (EVA) and MVA.

Unit – V  

Text Books:
References:

2. ZVI Bodie, Alex Kane, Alan J Marcus: Investments, TMH, 2012.
7. Kevin, SAPM, PHI, 2011

****
Course Objective: The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

Learning Outcome: To develop the knowledge regarding financial market and services, to get the know the financial Institution structure in Indian market.

Unit-I
Introduction: The structure of financial system; Equilibrium in financial markets; Indicators of Financial Development, Financial system and economic development ; Financial Sector reforms after 1991 - Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI. The role and functions of SEBI. An update on the performance on Nonstatutory Financial organization like IFCI, IRBI, NABARD, SIDBI, and SFCs.

Unit-II
The banking and Non Banking Institutions: Commercial Banks the public and the private sectors - structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital - adequacy norms and capital market support. Banking Innovations. Co-operative banks- role, Govt. initiatives to strengthen the co-operative banks.- The Non-banking financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies - Structure and Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.

Unit-III

Unit-IV
Asset/Fund Based Financial Services: Lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.
Unit-V

Investment Banking: Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

Text Books:

References:

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II Year I-Sem: MBA

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Course Objective: The objective of the course is to provide students with a broad view of International Monetary System and Foreign exchange market. It enables a global manager to enact according to the global environmental changes.

Learning Outcome: The student enables to understand about international monetary system and enable a manager to do business in global setting. It provides a broad view about foreign exchange market, exchange rate risk management in various situations of global environment.

Unit-I
International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

Unit-II
International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Breton Woods’s system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit-III

Unit-IV
Unit-V

Text Books:

References:
5. Jeff Madura: International Corporate Management, Cengage, 2012. (For PPT, Case Solutions

****
Course Objective: The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

Learning outcome: After reading the text the student should be able to understand the environmental influences on consumer behaviour, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

Unit-I

Unit-II

Unit-III

Unit-IV

Unit-V
Text Books:

References:

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Course Objective: The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization’s efforts towards business development.

Learning outcome: After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

Unit - I

Unit - II

Unit - III

Unit - IV

Unit - V
Text Book:

Suggested Readings:
1. Louis W. Stern and Ansar – Marketing Channels, Prentice Hall India.
6. Richard R Still and Others – Sales Management,
11. Coughlan – Marketing Channels, Pearson Education.

****
Course Objective: To equip the students with the various dimensions of product management such as product – line decisions, product platform and product life cycle. To explore the various issues related to Brand management and to enhance the understanding Brand associations, brand identity and Brand Equity.

Learning Outcome: By the end of the module students should be able to have an in-depth critical understanding of the nature of product strategies. Analyze the new product development process and impact the process. Analyze Importance of branding and the issues involved in managing brands.

Unit-I

Unit-II

Unit-III

Unit-IV

Unit-V
Brand Equity-Brand Loyalty and Brand Equity-Brand Personality - Building Brands – Brand Extension strategies- Brand Positioning-3 Cs of Positioning-Competitive Positioning.

Text Book:
References:


****
Course Objective: The objective of this course is to enable students understand legal and regulatory framework for doing business in India.

Learning Outcome: After going through the text and case lets in terms of various court judgments, the students should be able to understand the formalities involved in incorporating a company and the rules and regulations related to the Law of Contract, negotiable instruments Act and also about the cyber laws.

Unit-I

Unit-II

Unit-III

Unit-IV

Unit-V
Miscellaneous Acts
1. The Consumer Protection Act, 1986
2. The Competition Act
3. Foreign Exchange Management Act
4. The Information Technology Act, 2000

Text Books:
1. RSN Pillai, Bagavathi, Business Law, S.Chand, 2013.
References:

7. Satish B Mathur, Business Law, TMH, 2012

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II Year I-Sem: MBA

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**Course Objective:** It enables the student understand the concepts of Electronic Business.

**Learning Outcome:** The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E- Business.

**Unit-I**


**Unit-II**


**Unit-III**


**Unit-IV**


**Unit-V**

Text Books:

Suggested Readings:

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II Year I-Sem: MBA

Course Objective: The objective of this course is to help students to understand the basics of Relational Database Management System, and back-end Tool using ORACLE and their use in organization and processing complex business information.

Learning Outcome:
1. Ability to understand the fundamental concept of database management,
2. Ability to design and query database as well as understand the internals of databases.
3. Ability to define basic functions of DBMS & DBMS.
4. Ability to describe database development process and to apply the Relational Database Model to understand the Logical and Physical aspects of the DBMS architecture.

Unit-I
Data base design- Feasibility study- designing system – class diagrams- data types- elements.

Unit-II

Unit-III
Queries and sub queries: Data queries- basics- computation- group by – multiple tables- sub queries- joints- SQL testing queries.

Unit-IV
SQL FORMS: Application development using SQL FORMS organization of SQL FORMS- Function Key- Screen Painter, default form designing a complete form- trigger and their types trigger command syntax- Use of macro generating a form, running a form, user exits.

Unit-V
SQL Report writer: Types of reports, entering the query formulating the report, calculated filed, group settings modifying tent settings, previewing a report running a report, SOL LOADER, Database Administrator

Suggested Readings:
Course Objective: The course objective is to strengthen the students' conceptual knowledge in all the subjects of the semester III.

Learning Outcome: After reading the text books students will enhance the knowledge in the subjects mentioned in the semester III.

In today’s world the students are facing tough competition the comprehensive viva voce will help the students to face any type of competition and they will prove themselves.

References: All the reference books mentioned in semester III.
II Year II-Sem: MBA

Course Objective: This paper aims at providing, understanding about the structure & functioning of international business in terms of various organizations such as WTO, IMF, OPEC and so on.

Learning Outcome: It enables the students to know & understand recent trends in International Business.

Unit – I

Unit – II

Unit – III

Unit – IV
Unit – V

Text Books:

References:

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VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS

CORE COURSE
(A94602) PRODUCTION AND OPERATIONS MANAGEMENT

II Year II-Sem: MBA

Course Objective: The objective of the course is to enable students to understand the basics of one of the functional areas of management viz. Operations or Production.

Learning Outcome: The student should gain the knowledge regarding Production & Operations Management.

Unit – I

Unit – II

Unit – III
Scheduling: Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling In Mass, Line of Balance, Methods of Production Control, World class production.

Unit – IV

Unit – V
P.E.R.T. & C.P.M.: Drawing networks-identifying critical path-probability of completing the project within given time- project crashing-optimum cost and optimum duration.
Text Books:

References:

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II Year II-Sem: MBA

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Course Objective: The objective of the course is to make students understand the nature of entrepreneurship, and to motivate the student to start his/her own enterprise. The objective of the course is to enlighten with the fragrance of Corporate Good Governance and Business Ethics, so that they would become the best entrepreneurs / managers of the corporate world.

Learning Outcome: By the end of this course the students should be able to understand the mindset of the entrepreneurs, identity ventures for launching, develop an idea on the legal framework and also understand strategic perspectives in entrepreneurship.

Unit – I

Unit – II

Unit - III
Unit – IV

Unit – V

Text Books:
1. Robert D Hisrich, Michael P Peters, Dean A Shepherd: Entrepreneurship, TMH, 2009
2. Vasanth Desai: Entrepreneurship, HPH, 2009

References:
2. David Martin: Corporate Governance, Viva, 2009
5. Ronald D Francis & Mukti Mishra: Business Ethics, TMH, 2009
6. RK Mishra, Gitarani: Corporate Governance, Excel, 2009
7. A.C. Fernando: Corporate Governance, Pearson, 2006
8. V. Balachandran & V. Chandrasekaran: Corporate Governance & Social Responsibility, PHI, 2009
10. Laura P Hartman & Abha Chatterjee: Business Ethics, TMH, 2009

***
II Year II-Sem: MBA

Course Objective: It enables the student understand the concepts issues and challenges of Organizations Development.


Unit – I

Unit – II

Unit – III

Unit – IV

Unit – V
Text Books:

References:
1. Cummings Wor ley Organization Development & Change, 8th Edition Cengage Learning India Pvt. Ltd. New Delhi, 05

****
Course Objective: This paper aims at providing understanding about the functioning of International Human Resource Function in an Organisation.

Learning Outcome: It makes the student to know the resent trends and Interventions of International Human Resource Management.

Unit – I

Unit – II

Unit – III

Unit – IV

Unit – V
Text Books:

References:
2. Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
5. Edwards - Internationa HRM, Pearson Education.

****
II Year II-Sem: MBA

Course Objective: It enables the student understand the concepts issues and challenges of Strategic Human Resource Management.


Unit – I
The Framework of SHRM: Definition – Importance – components of HRM strategy – models of strategy – Contribution of HR in formulating and implementation of business strategy – Methods of structuring HR Department in organizations – Linkage between strategic business planning (SBP) and strategic HR development (SHRD) – HR contribution to organizational learning – competency mapping – building the core competencies – Avoiding conflicting HR systems in designing the congruent and integrated HR systems: Trade – offs – Knowledge based HR management strategy.

Unit - II

Unit – III
HR Strategy Formulation: Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage –Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

Unit – IV
Unit – V

HR Strategy Evaluation: HR evaluation process – Overview – Scope – Strategic impact – Level of analysis – Criteria – Level of constituents – Ethical dimensions – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria – Balanced score card perspective – Benchmarking – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.

Text Book:

References:
8. Dreher Dougherty, Human Resource Strategy
VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS

(A94607) FINANCIAL DERIVATIVES
(FINANCE ELECTIVE)

II Year II-Sem: MBA

Course Objective: The objective of this course is to make students understand about functioning of Derivatives in India, giving them the knowledge of basics in Derivatives, Futures Market, Option Strategies, etc.

Learning Outcome: The paper makes the learner efficient in the area of Derivatives in stock and commodity markets.

Unit–I

Unit–II

Unit–III

Unit–IV
Valuation of Options – Factors determining option value – Binomial Option Pricing Model- single period and two periods – Black-Scholes Option Pricing Model-non dividend and dividend paying strategies – The Greeks of Black Scholes Model.

Unit–V
Text Books:

References:
1. David A. Dubofsky & Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press

****
II Year II-Sem: MBA

Course Objective: To develop an understanding of the role of financial strategy in financial planning regulatory framework and issues. To develop an understanding of various strategies that are used for corporate restructuring.

Learning Outcome: To explain the capital structure planning debt securitization and debt policy. To evaluate the corporate acquisition, corporate valuation methods and corporate restructuring and reengineering in changing ownership.

Unit - I

Unit – II

Unit – III

Unit – IV

Unit – V
Evolution of IRR – Multiple IRR – Modified IRR – Conflict between NPV and IRR – Adjusted NPV – Capital Rationing.
Text Books:
2. Aswath Damodaran – Corporate Finance Wiley India 2nd Edn.

References:

****
Course Objective: To enable students to have knowledge of corporate taxes and able to use tax planning techniques.

Learning Outcome: At the end of course, students must have basic knowledge of Corporate Taxation and Planning.

Unit – I
Basic concepts: Direct and Indirect Taxes - Significance of corporate taxation – Basic Concepts and definitions – Residential Status and Scope of Total Income of a Company – Classification of companies for tax purpose – Incomes exempt from tax applicable to company.

Unit – II
Computation of total Income of corporation: Computation of Income from House Property – Income from Business – Capital Gains – Other Sources (Problems) – Set-off and Carry forward of losses – Deductions from GTI u/s.80 applicable to companies — Computation of Total Income and Tax Liability (problems). – New Provisions of MAT.

Unit – III

Unit – IV
Concept of tax planning: Tax planning with reference to setting up a new business; Locational aspects; Nature of business; Tax holiday, etc. Introduction of voluntary retirement; , Tax planning with reference to financial management decisions such as borrowing or investment decisions, reorganization or restructuring of capital decisions. Tax planning with respect to corporate reorganization; tax planning with reference to employees’ remuneration.

Unit – V

Text Book: Dr. Vinod K.Singania Direct Taxes law & Practice.

References:
2. B.B.Lal & N. Vashisht: Direct Taxes, Pearson Education.
Course Objective: The objective of this course is to make the student proficient in promoting an organization through advertising and branding in contemporary styles.

Learning Outcome: After reading the text book the student should be able to communicate their brand/product benefits in a consistent fashion that is integrated throughout all media channels. Students will understand the role of all areas of functional communications.

Unit – I

Unit – II

Unit – III
Case: Tata Salt (Part I, II, III) Kruti Shah page no 282, 284, 310-311, 367-372

Unit – IV

Unit – V
Text Book:

References:
1. Helen Edwards & Derek Day: Creating Passion Brands, Kogan Page, 2005
2. S.Ramesh Kumar: Marketing and Branding, Pearson Education, 2009
5. Chunawala: Advertising, Sales promotion and Distribution, Himalaya, 2009
II Year II-Sem: MBA

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Course Objective: To facilitate the students about the concepts of Services Marketing through cases.

Learning Outcome: The objective of the course is to provide a deeper insight into the Marketing Management of companies offering Services as product. The students will be able to understand the characteristics of services, understand consumer behaviour in services, align service design and standards, delivering service, managing services promises.

Unit – I

Unit – II
Focus on the Consumer: Consumer behaviour in services – Consumer expectations in service – Consumer perceptions of service – Understanding Consumer Requirements – Listening to customers through research – Building customer relationships – Service recovery – Customer loyalty creating volume in a competitive market – Positioning in a Service in the market.

Unit – III

Unit – IV

Unit – V
Managing Service Promises: Integrated services marketing communications-need for coordination – Five categories of strategies to match service promises with delivery – Pricing of Services – Three key ways that service prices are different for customers – Approaches to pricing services – Pricing strategies that link to the four value definitions.
Text books:


References:


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II Year II-Sem: MBA  

L T P C  
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Course Objective: This course is to make students to learn the modern Retailing concepts and will be able to understand the present Retailing trends. The students will be able to understand shopping environment, retail formats, functions, retails customer behavior & CRM.

Learning Outcome: The students will learn the Modern Retailing Concepts and will able to link it to cases to understand the present Retailing Trends. The students understand customer relationship management and retail customer services.

Unit – I

Unit – II
Retail Store Selection, Store Layout and Design: Types of store locations- Steps involved in store location – Principles elements of store design – Layout selection – important considerations in store selection and design – Space planning – Merchandise Presentation on techniques and atmospherics

Unit – III

Unit – IV

Unit – V
Text Books:
2. Chetan Bajaj, Rajanu\ish Tuli and Nidhi V Srivastava, Retail Management, Oxford

Reference Books:
1. Suja Nair : Retail Management: Himalaya
2. Barry Berman and Joel R Evans: Retail Management – A Strategic Approach: Pearson Edn
5. A Shiva Kumar : Retail Marketing: Excel Books

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II Year II-Sem: MBA

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Course Objective: To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner.

Learning Outcome: To expose the learners to creative problem solving exercises by developing integrative intelligence to become managers with creative skills.

Unit I
Realms of Creativity: Creativity-Concept-Convergent and Divergent Thinking-Creativity Intelligence-Enhancing Creativity Intelligence-Determinants of Creativity-Creativity Process-Roots of Human Creativity-Biological, Mental, Spiritual and Social-Forms of Creativity-Essence, Elaborative and Expressive- Existential, Entrepreneurial and Exponential.

Unit II
Creative Personality: Traits Congenial to Creativity- Motivation and Creativity-Strategies for changing Motivation-Creativogenic Environment- Formative Environment and Creativity- Adult Environment- Environmental Stimulants-Blocks to Creativity-Strategies for unblocking Creativity.

Unit III

Unit IV

Unit V
Textbooks:

Reference Books:
5. Margaret,A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach

*****
II Year II-Sem: MBA

Course Objectives:
1. To introduce analytics as a tool for business decision making
2. To learn multivariate statistical methods to explain or predict the measured values
3. To familiarize the use of project management evaluation techniques
4. To orient the students with research tools

Learning Outcome:
1. Gain deep knowledge of the literature and developments in a specific area within the Analytics domain to further the appropriate methodological tools in this chosen area.
2. Be able to conduct research that addresses real-world problems using quantitative and methodological models to visualize and interpret data.
3. Possess the ability to develop and test research hypotheses by acquiring data from primary and secondary sources.
4. Be able to clearly communicate their research findings and present their work at national and international research conferences.

Unit-I
Descriptive Statistics: Measures of central tendency - Problems on measures of dispersion – Karl Pearson correlation, Spearman’s Rank correlation, simple and multiple regression

Unit-II

Unit-III
Design of Experiments: Introduction – Simple comparative experiments – Single factor experiments – Introduction to factorial designs

Unit-IV
Factor Analysis: Introduction – Exploratory factor analysis – Confirmatory factor analysis
Discriminate Analysis: Introduction – Linear discriminate analysis

Unit-V
Project Management: Introduction – Basic difference between PERT & CPM – Network components and precedence relationships – Critical path analysis – Project scheduling – Project time-cost trade off – Resource allocation
TEXT BOOKS:


REFERENCE BOOKS:


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II Year II-Sem: MBA  

Course Objectives:

1. To familiarize the student with the concepts of data warehouse and data mining,
2. To make the student acquaint with the tools and techniques used for Knowledge Discovery in Databases, and
3. To equip the students with data mining skills through hands on sessions on tools and techniques taught

Learning Outcomes:

An ability to apply knowledge of mathematics, science, and engineering to real-world problems. Ability to model, understand, and develop complex software for system software as well as application software. An ability to communicate effectively, both in writing and oral. The broad education necessary to understand the impact of computer science and engineering solutions in the scientific, societal and human contexts A knowledge of contemporary issues.

Unit-I:
Introduction: Data Mining Functionalities- Classification of Data Mining systems- Data Mining task primitives- Integration of a Data mining system with a Database or Data warehouse system- Major Issues in Data Mining.

Unit-II:
Data Processing- Descriptive Data Summarization – Data cleaning – Data Integration and Transformation – Data Reduction- Data Discretization and Concept hierarchy generation. Data warehouse and OLAP Technology – an overview- A multi Dimensional Data Model- Data ware house Architecture- Data warehouse Implementation – from Data ware house into Data Mining.

Unit-III:
Mining Frequent patterns, Association and Co-relation – Basic Concept and a road map- efficient and Scalable frequent item set mining methods- Mining various kinds of Association rules.

Unit-IV:
Classification and Prediction – Issues regarding classification and Prediction – Classification by decision tree induction- Bayesian classification – Rule Based classification.
Unit-V
Cluster Analysis-Types of Data-Categorization of Major Clustering Methods-Partitioning Methods-Hierarchical Methods-Density-Based Methods-Grid Based Methods-Model-Based Clustering Methods-Clustering High Dimensional Data-Constraint-Based Cluster Analysis-Outlier Analysis-Data Mining Applications.

Text Book:
1. Tan – Data mining, Pearson Education.

References:
1. Jiawei Han and Micheline Kamber:Data Mining Concepts and Techniques.

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II Year II-Sem: MBA

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**Course Objective:** The course objective is to strengthen the students conceptual knowledge in all the subjects of the semester IV.

**Learning Outcome:** After reading the text books students will enhance the knowledge in the subjects mentioned in the semester IV.

In today’s world the students are facing tough competition the comprehensive viva voce will help the students to face any type of competition and they will prove themselves.

**References:** All the reference books mentioned in semester IV.

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