

**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

**VAAGDEVI COLLEGE OF ENGINEERING**  
**(AUTONOMOUS)**  
**Bollikunta, Warangal – 506 005. T.S.**  
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**Academic Regulations-2015 of MBA (Regular) Programme under  
Choice Based Credit System (CBCS)**

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 15days from the commencement of classwork through ensuring 'DATE and TIME Stamping'. The Registration for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (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 inter-changed; 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 Class-work 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 interdisciplinary 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:

<i>% of Marks Secured (Class Intervals)</i>	<i>Letter Grade (UGC Guidelines)</i>	<i>Grade Points</i>
80% and above ( $\geq 80\%$ , $\leq 100\%$ )	O (Outstanding)	10
Below 80% but not less than 70% ( $\geq 70\%$ , $\leq 80\%$ )	A+ (Excellent)	9
Below 70% but not less than 60% ( $\geq 60\%$ , $\leq 70\%$ )	A (Very Good)	8
Below 60% but not less than 55% ( $\geq 55\%$ , $\leq 60\%$ )	B+ (Good)	7
Below 55% but not less than 50% ( $\geq 50\%$ , $\leq 55\%$ )	B (above Average)	6
Below 50% ( $\leq 50\%$ )	F (FAIL)	0
<b>Absent</b>	<b>Ab</b>	<b>0</b>

**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) x Credits .... 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

$$SGPA = \left\{ \sum_{i=1}^N C_i G_i \right\} / \left\{ \sum_{i=1}^N C_i \right\} \dots \text{For each Semester,}$$

Where ‘i’ is the Subject indicator index (takes into account all Subjects in a Semester), ‘N’ is the no. of Subjects ‘REGISTERED’ 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  $i^{\text{th}}$  Subject, and  $G_i$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that  $i^{\text{th}}$  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.

$$CGPA = \left\{ \sum_{j=1}^M C_j G_j \right\} / \left\{ \sum_{j=1}^M C_j \right\} \dots \text{for all S Semesters registered}$$

(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 1<sup>st</sup> 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  $j^{\text{th}}$  Subject, and  $G_j$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that  $j^{\text{th}}$  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
- |   |   |                |
|---|---|----------------|
| A | = | Excellent      |
| B | = | Good           |
| C | = | Satisfactory   |
| D | = | Unsatisfactory |
- 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:

<b>Class Awarded</b>	<b>CGPA</b>
First Class with Distinction	$\geq 7.75$
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

**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 date notified by the College.*

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## MALPRACTICES RULES

### DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper Conduct	Punishment
	<i>If the candidate:</i>	
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)	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 in 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 will be handed over to the police and a case is registered against him.
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. The Hall Ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	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

		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 will be handed over to the police and a case is registered against him.
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-incharge, 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.

	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.	
7.	Leaves the exam hall taking away answer script or intentionally tears of 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 University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess 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.	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.	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.
10.	Comes in a drunken condition 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.
11.	Copying 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 University for further action to award suitable punishment.	

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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)

**I YEAR**

**I SEMESTER**

S.N o.	Course	Code	Subject	L	T	P	Credits
1	Foundation Course	A91601	Information Technology for Managers	2			2
2	Core Course	A91602	Business Environment	4			4
3	Core Course	A91603	Managerial Economics	4			4
4	Core Course	A91604	Management and Organization Theory	4			4
5	Core Course	A91605	Accounting for Managers	4			4
6	Core Course	A91606	Managerial Communication	4			4
7	Core Course	A91607	Statistics for Management	4			4
8	Foundation Course	A91608	IT - LAB			2	1
9		A91609	Comprehensive Viva-Voce of I Semester				1
<b>Total</b>				<b>26</b>		<b>2</b>	<b>28</b>

**I YEAR**

**II SEMESTER**

S. No.	Course	Code	Subject	L	T	P	Credits
1	Foundation Course	A92601	Soft Skills	2			2
2	Core Course	A92602	Human Resource Management	4			4
3	Core Course	A92603	Marketing Management	4			4
4	Core Course	A92604	Financial Management	4			4
5	Core Course	A92605	Management Accounting	4			4
6	Core Course	A92606	Operations Research	4			4
7	Core Course	A92607	Business Research Methods	4			4
8	Foundation Course	A92608	Soft Skills Lab			2	1
9		A92609	Comprehensive Viva-Voce of II Semester				1
<b>Total</b>				<b>26</b>		<b>2</b>	<b>28</b>

**II YEAR****I SEMESTER**

S. No.	Course	Code	Subject	L	T	P	Credits
1	Core Course	A93601	Organizational Behavior	4			4
2	Core Course	A93602	Strategic Management	4			4
3	Core Course	A93603	Management Information Systems	4			4
4	<b>Professional Elective – I</b>		<b>Human Resource Management -Elective</b>	4			4
	Elective	A93604	Performance Management				
	Elective	A93605	Compensation Management				
	Elective	A93606	Management of Industrial Relations				
5	<b>Professional Elective – II</b>		<b>Financial Management –Elective</b>	4			4
	Elective	A93607	Security Analysis and Portfolio Management				
	Elective	A93608	Financial Institutions, Markets and Services				
	Elective	A93609	International Financial Management				
6	<b>Professional Elective – III</b>		<b>Marketing Management - Elective</b>	4			4
	Elective	A93610	Consumer Behavior				
	Elective	A93611	Sales and Distribution Management				
	Elective	A93612	Product and Brand Management				
7	<b>Student has to choose one among the following open electives</b>			3			3
	Open Elective	A93613	Business Laws				
	Open Elective	A93614	e - Business				
	Open Elective	A93615	Relational Data Base Management Systems				
8		A93616	Comprehensive Viva-Voce of III Semester				1
<b>Total</b>				<b>28</b>			<b>28</b>

**II YEAR****II SEMESTER**

<b>S. No.</b>	<b>Course</b>	<b>Code</b>	<b>Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1	Core Course	A94601	International Business	4			4
2	Core Course	A94602	Production and Operations Management	4			4
3	Core Course	A94603	Entrepreneurship Development	4			4
4	<b>Professional Elective – IV</b>		<b>Human Resources Management - Elective</b>	4			4
	Elective	A94604	Organizational Development				
	Elective	A94605	International Human Resource Management				
	Elective	A94606	Strategic Human Resource Management				
5	<b>Professional Elective – V</b>		<b>Financial Management – Elective</b>	4			4
	Elective	A94607	Financial Derivatives				
	Elective	A94608	Strategic Financial Management				
	Elective	A94609	Corporate Taxation and Planning				
6	<b>Professional Elective – VI</b>		<b>Marketing Management – Elective</b>	4			4
	Elective	A94610	Marketing Communications				
	Elective	A94611	Services Marketing				
	Elective	A94612	Retailing				
7	<b>Student has to choose one among the following open electives</b>			3			3
	Open Elective	A94613	Creativity and Innovation				
	Open Elective	A94614	Business Analytics				
	Open Elective	A94615	Data Mining and Data Warehousing				
8		A94616	Comprehensive Viva-Voce of IV Semester				1
9		A94617	Project and Viva-Voce	Grading			
<b>Total</b>				<b>28</b>			<b>28</b>



**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A91601) INFORMATION TECHNOLOGY FOR MANAGERS**  
**(FOUNDATION COURSE)**

**I Year – I-Sem: MBA**

**L T P C**  
**2 0 0 2**

**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**

**Information Technology:** Development and Trends-Managerial Issues in IT Planning-Information Technology – Economics – Cost Benefit Analysis of IT – Role of Computers in Management –MIS-Concept of Information and applications – Decision Making Process-Programmed and Non-Programmed Decisions.

**Unit – II**

**Data Communication and Management:** Computer Networks-Network Topology-Security in Data Communication-Internet and World Wide Web – E-Commerce and E-Business-Concepts. Database Management Systems-Database Models-Creating and Managing Databases-Data Warehousing and Data Mining –Concepts and Applications.

**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**

**Advanced spread sheet functions:** Advanced Formulas and Functions, Advanced Worksheet Features, Advanced Data Analysis using PivotTables and Pivot Charts.

**Text Books:**

1. Turban, McLean, Wetherbe: Information for Management, 4<sup>th</sup> Edition. (Wiley India, 2007)

**References:**

1. Peter Norton: Introduction to Computers-Sixth Edition, 2007. (Tata McGraw Hill)
2. Brian K. Williams, Stacey C. Sawyer: Using Information Technology-A Practical Introduction to Computers and Communications-Sixth Edition. (Tata McGraw Hill, 2007)
3. Shelly, MS Office, 2007, Cengage, 2009.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A91602) BUSINESS ENVIRONMENT**  
**(CORE COURSE)**

**I Year – I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Business and its Environment:** Concept of Business Environment – Characteristics of Business Environment – Significance- Environmental Scanning – Process – Techniques of Environmental Scanning – Practices of Environmental Scanning.

**Unit – II**

**Economic Environment:** Economic Systems – Nature, Growth and Role of Public Sector – Privatization – Nature and Objectives – Privatization Routes – Disinvestment – Globalization – Nature and Rationale – Multinational Corporations – India & WTO, GATT, Fiscal and Monetary Policy – Mergers and Acquisitions – Business Process Outsourcing – Competition Policy.

**Unit – III**

**Industrial Policy and Regulatory Structure:** Industrial Policy- Economic Planning- Industrial Policy 1991, LPG Policy, MSME Act, Industrial Finance Foreign Direct Investment (FDI), Capital Market Institutions-Stock Indices- Derivatives Market- Global and Indian Scenario- Role of SEBI and RBI – Demat process.

**Unit – IV**

**Socio Political Environment:** Meaning Political Institutions – Legislature, Executive, Judiciary and Judicial Activism – Social Responsibility of Business – Nature, Models and Strategies – Corporate Governance & Corporate Social Responsibility – Social Audit – Ecology and Business – Nature of Physical Environment – Impact on Business.

**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:**

1. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
2. Justin Paul: Business Environment-Text and Cases, Tata McGrawHill.
3. Dr.Vivek Mittal “Business Environment: Text & Cases” Excel Books, 2011.
4. Rajkumar “International Business Environment: Text & Cases” Excel Books, 2012.

**Reference Books:**

1. Misra & Puri: Economic Environment of Business. (Himalaya Publishing House)
2. Mathew: Business Environment. (RBSA Publications)
3. Adhikary: Economic Environment of Business. (RBSA Publications)
4. Senguptav: Government and Business. (Vikas Publishing House, New Delhi)

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A91603) MANAGERIAL ECONOMICS**  
**(CORE COURSE)**

**I Year – I-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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**

**Introduction to Managerial Economics:** 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.

**Unit-II**

**Basic Economic principles** – The concept of Opportunity Cost, Incremental Concept, Scarcity, Marginalism. Equi-marginalism. Time perspective, Discounting Principle, Risk and Uncertainty – **Theory of Demand:** Demand Analysis, Elasticity of Demand, Types and Significance of Elasticity of Demand. Demand Estimation. Need for Forecasting, Forecasting Techniques. **Supply Analysis**, Supply function, the Law of Supply, Elasticity of Supply.

**Unit-III**

**Production Analysis:** Production function. Marginal Rate of Technical Substitution, Isoquants and Isocosts. Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of Scale – Innovations and global competitiveness.

**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**

**Market Structure and Pricing Practices:** Features and Types of different competitive situations – Price Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing Methods in practice: Price discrimination, product line pricing. Pricing Strategies: skimming pricing, penetration pricing, Loss Leader Pricing, Pricing of multiple products. Profit Management: Nature, scope, Theories of profit, Measurement policies.

**Text Books:**

1. Mehta P.L., 'Managerial Economics', Tata McGraw Hill
2. Mithani, 'Managerial Economics', HPH, 2009
3. Atmananda, 'Managerial Economics', Excel, 2009

**Reference Books:**

1. Joel Dean: Managerial Economics. (Prentice Hall, New Delhi)
2. Mote, Paul & Gupta: Managerial Economics-Concepts and Cases. (McGraw Hill New Delhi)

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A91604) MANAGEMENT AND ORGANISATIONAL THEORY**  
**(CORE COURSE)**

**I Year – I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Introduction:** Management – definitions, Managerial roles and functions, Management Science or Art? Administration Vs Management. Evolution of Management. Thought – Classical and Neo Classical theory – Scientific management, Administrative theory, Behavioral theory, Socio – Technical theory.

**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**

**Organising and Leading:** Nature of Organising, Principles of Organising, Organisational design and structure, Centralisation, Decentralisation, Departmentation, Relation between Authority, Power and Influence, Leadership and Trait theory, Motivational theories, Building Groups into Teams, Intergroup behaviour, Conflicts and negotiation.

**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:**

1. Robert N Lussier, Management Fundamentals – Concepts, Applications, Skill development, Cengage Learning, first edition 2012
2. P. Subba Rao, Management theory & Practice HPH, 2007

**Reference Books:**

1. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
2. Robert N.Lussier, Management Fundamentals - Concepts, Application, Skill Development, Cengage learning, First edition, 2012.
3. Dilip kumar Battacharya, Principles of Management, Pearson, 2012.
4. Harold koontz, Heinz wehrich, A.R.Aryasri, Principles of Management, TMH, 2010.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A91605) ACCOUNTING FOR MANAGERS**  
**(CORE COURSE)**

**I Year – I-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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.



**Text Book:** Dhanesh K.Khatri "Financial Accounting & Analysis", Tata McGraw-Hill Publishing Limited, New Delhi, 2012.

**Reference Books:**

- 1) Dr.S.N. Maheshwari and Dr.S.K. Maheshwari: Financial Accounting, Vikas 2009.
- 2) Jawaharlal: Accounting for Management, PHI, 2008.
- 3) Management Accounting - R.K.Sharma & Shashi K.Gupta.
- 4) Paresh Shah: "Basic Financial Accounting for Management", Oxford University Press, New Delhi, 2012.
- 5) Narayana Swamy, "Financial Accounting & Analysis" PHI, 2012.
- 6) Aryasri: Accounting and Financial Management, McGraw-Hill, 2011.
- 7) V. Rajasekaram "Financial Accounting & Analysis" Pearson Education, New Delhi, 2012.
- 8) Ranjan Kumar Bal: "Financial Accounting & Analysis", S.Chand, New Delhi, 2012.
- 9) N. Ramachandran: "Financial Accounting & Analysis" Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
- 10) Ashish K. Bhattacharya "Financial Accounting & Analysis" PHI, 2012.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A91606) MANAGERIAL COMMUNICATION**  
**(CORE COURSE)**

**I Year – I-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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**

**Oral Communication:** Strategies for improving oral presentation, listening skills – Informative and persuasive speaking kinds, audience analysis , interpersonal communication: Dyadic Communication – Interviewing – Telephoning – Dictating Meeting – kinds of meetings – solving problems in meeting – leadership responsibilities and participant responsibilities in meetings.

**Unit – III**

**Business Correspondence:** Introduction, Importance of Written Business Communication Direct and Indirect Approach to Business Messages, Five Main Stages of Writing Business Messages – Business letter writing – Effective Business Correspondence – Common Components of Business letters – Strategies for writing the Body of letter – Kinds of business letters – Writing effective Memos – Practice Exercise

**Unit – IV**

**Business Report and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals, writing memos, minutes.

**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.

**Text Books:** Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.

**References:**

1. Lesikar: Basic Business Communication, TMH, 2013
2. GLOBERENA OR ANY OTHER SOFT SKILLS SOFTWARE/DATABASE.
3. Sailesh Sengupta, Business and Managerial Communications, PHI, 2011
4. Business English Dictionary, Pearson, 2013.
5. Sehgal: Business Communication, Excel, 2013.
6. John X Wang, Business Communication, CRC Press, 2009.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**  
**(A91607) STATISTICS FOR MANAGEMENT**  
**(CORE COURSE)**

**I Year – I-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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:**

Statistics: Meaning and Salient Features of Statistics-Statistical Techniques – Role of Statistical Techniques in Management Decision Making.

**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**

**Parametric and Non – Parametric Hypothesis Testing:** Procedure for Testing of Hypothesis, One Sample t-test – F – test for two population Variances (Variance ratio test) – ANOVA One Way Classification – ANOVA two way Classification – Chi Square test of association, Chi Square test of independence.

**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:**

S L Gupta 'Business Research Methods' TMH, 2012.

**References:**

1. J.K.Sharma" Business Statistics-Problems and Solutions" Pearson, 2010.
2. S C Gupta, "Fundamentals of Statistics", HPH, 2012
3. Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.
4. Pannerselvam" Research Methodology" PHI, 2012.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A91608) IT LAB**

**I Year – I-Sem: MBA**

**L T P C**  
**0 0 2 1**

**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

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**VAAGDEVI COLLEGE OF ENGINEERING  
AUTONOMOUS**

**(A91609) COMPREHENSIVE VIVA-VOCE OF I SEMESTER**

**I Year – I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**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.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A92601) SOFT SKILLS**  
**(FOUNDATION COURSE)**

**I Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**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**

**Self-Awareness and Self Motivation:** Self analysis through SWOT and Johari window, Elements of motivation, Seven rules of motivation, Techniques and strategies for self motivation, Motivation checklist and Goal setting based on principle of SMART, Self motivation and life, Importance of self-esteem and enhancement of self-esteem.

**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**

1. Mile, D.J (2012). Power of positive thinking. Delhi: Rohan Book Company.
2. Pravesh Kumar (2013). All about self- Motivation. New Delhi: Goodwill Publishing House.
3. Dudley, G.A. (2013). Double your learning power. Delhi: Konark Press. Thomas Publishing Group Ltd.
4. Lorayne, H. (2013). How to develop a super power memory. Delhi: Konark Press. Thomas Publishing Group Ltd.
5. Hurlock, E.B (2013). Personality Development, 28<sup>th</sup> Reprint. New Delhi: Tata Mc Graw Hill.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A92602) HUMAN RESOURCE MANAGEMENT**  
**(CORE COURSE)**

**I Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Introduction Human Resource Management:** Meaning nature, scope and significance of Human Resource Management (HRM) – HRM and related concepts (Personal Management, HRD, Human Capital Management, Knowledge Management, Talent Management) HRM Model – Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India – Changing role of HRM – e-HRM.

**Unit - II**

**Human Resource Planning:** Human Resource Planning: Nature and Process, Forecasting Demand and Supply of HR – Job Analysis: Nature, Importance, Tools for Analysis – Job Description: Job Specification, Role Analysis – Job Design: Factors and Approaches – Job Enrichment: Nature, Process and Problems. Recruitment: Factors influencing, Process and Sources, e-Recruitment and Job Portals – Selection: Nature and Process – Testing: Objectives, Administration, Advantages and Problems of Selection Tests –Types of Selection Tests, Physical Skills and Psychological Testing – Pseudo Scientific Methods of selection - e-selection.

**Unit - III**

**Socialization and Performance Appraisal:** Induction: Placement - Induction Programmes – Training: Nature and Process – Techniques: On the Job and Off the Job Training, Evaluation — Development- Management Development- Executive Development - Career Planning and Development - Performance Appraisal: Nature, Uses and Process Appraisal – Techniques: Traditional and Modern Methods – Limitations - Effective Performance Appraisal Criteria.

**Unit - IV**

**Employer-Employee Relations:** Industrial Relations – Concept – Importance – Evaluation of Industrial Relations System – Industrial disputes – Machinery for Settlement of disputes – Trade Union – Strengths and Weakness of trade unions in India –Workers participation in management- Employee Grievance handling and Discipline.

## **Unit - V**

**Contemporary Issues in HRM:** Contemporary Issues: HRIS – HR Account - HR Audit, Balance Score Card, Competency Mapping, Employer's Brand, Benchmarking – HR Outsourcing: Temping, Talent Management, Managing HR in BPO and Call Centres, Attrition, Exit Interviews – Strategic HRM and International HRM-Concept and Issues – Growing Importance of HRM in Globalization

### **Text Books:**

1. Mondy R Wayne and Noe M Robert, 2006, Human Resource Management, 9th Edition, Pearson Education, New Delhi.
2. Subba Rao P, 2008, Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games, Himalaya Publishing House, Mumbai

### **Reference Books:**

1. Aswathappa K, 2008, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. V S P Rao, 2007, Human Resource Management: Text and Cases, 2<sup>nd</sup> Edition, Excel Books, New Delhi.
3. Ivancevich M John, 2001, Human Resource Management, 8th Edition, McGraw Hill Irwin, Boston.
4. Pattanayak Biswajeet, 2002, Prentice Hall of India Private Limited, New Delhi.
5. Bhattacharyya K Dipak, 2008, Human Resource Management, 2nd Edition, Excel Books, New Delhi.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A92603) MARKETING MANAGEMENT**  
**(CORE COURSE)**

**I Year II-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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**

**Introduction:** Marketing :Definition - Importance – Scope - Marketing Management : Tasks and Trends-Core Marketing Concepts-Marketing Philosophies/Company orientations towards marketplace : Production Concept – Product Concept – Selling Concept – Marketing Concept – Holistic Marketing Concept-Marketing Environment - Demographic, Economic, Political and Legal environment- Marketing mix: concept and components.

**Unit - II**

**Analyzing Market Research**-Definition of MR, MIS-Commissioning MR-MR Process-MR Online-MR & Ethics, Corporate and Division Strategic Planning – Business Unit Strategic Planning –Concept of Marketing Plan, Analyzing Consumer Markets – Consumer Behavior – cultural, Social and Personal Factors, Dealing with Competition : Identifying and Analyzing Competitors – Competitive Strategies for Market Leaders, market challengers, market followers and market nichers.

**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:**

- Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, 2012.

### **References for Cases:**

- Arun kumar & N. Meenakshi: Marketing Management, Vikas, 2012.
- Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.
- S. Neelamegham, Marketing in India text & cases 4th edition, Vikas, 2013.

### **References:**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
2. Ramaswamy Namakumari, “Marketing Management”, TMH 5th Edition 2013.
3. K.Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya Publishing House, 2012.
4. Rajan Saxena: Marketing Management, 4/e, TMH, 2013

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A92604) FINANCIAL MANAGEMENT**  
**(CORE COURSE)**

**I Year II-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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**

**The Finance Function:** Nature and Scope, Evolution of finance function - Its new role in the contemporary scenario Goals of finance function - Profit Maximizing Vs Wealth, Welfare Maximizing - Risk Return trade off- Time Value of Money future value of money - Present valuation and the basic valuation model.

**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**

**Capital Structure Decisions:** Capital structure Vs financial structure capitalization - Financial leverage, operating leverage and composite leverage - EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage - Capital structure Theories - NI, NOI, Traditional Theory, Modigliani Miller (MM) Theory a critical appraisal.

**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**

**Working Capital Management:** Components of working capital - Determinants of working capital- Needs, the operating cycle approach - Planning of working capital Financing of working capital through Bank finance and Trade Credit Recommendations of Tandon and Daheja Committee on Working Capital Cases Management of Current Assets - Management of cash Basic strategies for cash management - Cash Budget, cash management techniques - Marketable securities characteristics, selection criterion - Marketable security alternatives, Management of receivables - Management of inventory - Importance of current assets management in working capital planning.

### **Text Book:**

1. M.Y.Khan, P.K Jain: “Financial Management-Text and Problems”, 6<sup>th</sup> Edition, TMH, 2012.
2. IM Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas, 2013.

### **References:**

1. P.C. Tulsian, C.A. Bharat Tulsian, “Financial Management” S.Chand Publications, 2012.
2. Prasanna Chandra, “Financial Management Theory and Practice”, 8<sup>th</sup> Edition.TMH, 2012.
3. Shashi K. Gupta, R.K.Sharma, “Financial Management” Kalyani Publishers, 2012.
4. Rajiv Srivastava, Anil Mishra, Financial Management” Oxford University Press, New Delhi, 2012.
5. James C Van Home, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012.
6. IM Pandey, Cases in Financial Management, TMH 2/e 2012

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A92605) MANAGEMENT ACCOUNTING**  
**(CORE COURSE)**

**I Year II-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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**

**Introduction to Management Accounting:** Definition – Scope – Importance – Nature and Characteristics of Management Control System – Role of Management Accounting –Cost Behaviour and Decision Making: Fixed and variable Costs –Relevant and Opportunity Costs.

**Unit – II**

**Cost Analysis for Decision Making: Cost –Volume –Profit Analysis:** Concept of Break-Even Point –Assumptions- Profit –Volume Graph – Equation Approach-Margin of Safety – Profit Planning – Managerial Uses for Decision Making – Optimization of Product Mix – Make or Buy –Capacity Utilisation Plant Shutdown – Add or Drop –Equipment Replacement – Key Factor Analysis. (Problems)

**Unit – III**

**Management Accounting for Control: Standard Costing:** Meaning –Purpose of standards –Types of standards – Standard Setting –Variance Analysis –Controllability of Variances – Advantages of Standard Costing –Budgetary Control: Meaning and Purpose –Component of effective budgeting programme –Performance Budgeting –Zero-based Budgeting Concept – Importance and Relevance –Balanced Score Card Linking Balanced Score Card to Organisation Strategy. (Problems)

**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**

**Responsibility Accounting:** Responsibility Centre – Need for Divisionalisation – Types of Responsibility Centres – Performance Reports – Responsibility Accounting and Behavioural aspects – Segmented Performance evaluation – Transfer Pricing. (Problems)

**Text Books:**

- 1) Hansen & Mowen: 2003 – Cost Management – Accounting and Control, 4<sup>th</sup> Edition. (Thomson Southwestern)
- 2) Ronald W. Hilton: Managerial Accounting – Creating Value in a Dynamic Business Environment. (Tata Mc Graw Hill, 6<sup>th</sup> Edition)

**Reference Books:**

- 1) Charles T. Horngren Gary L. Sundem William O Stratton: Introduction to Management Accounting. (Pearson Publication 13<sup>th</sup> Edition)
- 2) S.N. Maheswari: Management Accounting (Sultan Chand and Sons, New Delhi)
- 3) Shashi K. Gupta and R.K. Gupta: Management Accounting Principles and Practices. (Kalyani Publication, New Delhi)
- 4) B.K. Chatterjee: 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. Anthony: Management Accounting (R.D Irwin)
- 7) Brandt R.Allone, Richard Brownless Mark E.Haskins Luann J.Lynch: Cases in Management Accounting and control systems. (Pearson Education, New Delhi)

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A92606) OPERATIONS RESEARCH**  
**(CORE COURSE)**

**I Year II-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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**

**Nature and scope of Operations Research:** Origin of Operations Research - Applications of OR in different Managerial areas - Defining a model, Types of model - Process for developing an operations research model, Practices - Opportunities and short comings of using an OR model.

**Unit – II**

**Linear Programming Method:** Structure of LPP- Assumptions of LPP, Application areas of LPP - Guidelines for formulation of LPP, formulation of LPP For different areas - Solving of LPP by Graphical Method - Extreme point method and - ISO-cost profit method - Simplex method- Two phase method - Big-M method - Converting primal LPP to dual LPP, Limitations of LPP.

**Transportation Problem:** Mathematical Model of transportation problem- Methods for finding Initial feasible solution: Northwest corner Method - Least Cost Method, Vogel's approximation Method - Test of optimality by Modi Method- Transportation Problems unbalanced Supply and demand, Degeneracy, Resolution.

**Unit - III**

**Assignment Model:** Algorithm for solving assignment model- Hungarians Method for solving assignment problem- Variations of assignment problem- Multiple Optimal Solutions- Maximization case in assignment problem- Unbalanced assignment problem- Travelling salesman problem- Simplex method for solving assignment problem.

**Unit - IV**

**Decision Theory:** Introduction, Ingredients of decision problems- Decision making under uncertainty- Cost of certainty- Under risks under perfect information- Decision tree- Construction of decision tree.

**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:**

J.K. Sharma, "Operations Research: Theory and applications, 5<sup>th</sup> edition, Macmillian, 2013". Journal: Udyog Pragati: The Journal for Practicing Managers, NITIE, Mumbai.

**References:**

- 1) Anand Sharma, "Quantitative Techniques for Decision Making", HPH, 2010.
- 2) Hamdy A Taha: Operations Research: An Introduction, 9th edition, Pearson, 2013.
- 3) Prem Kumar Gupta "Introduction to Operations Research" S. Chand, 2012.
- 4) C.R.Kothari: Introduction to Operational Research (Vikash publishing house)

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A92607) BUSINESS RESEARCH METHODS**  
**(CORE COURSE)**

**I Year II-Sem: MBA**

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**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**

**Introduction:** Business Research: Definition – Types of Business Research Scientific Investigation: The Building Blocks of Science in Research – Deduction and Induction. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Technology and Business Research: Information needs of Business – Technologies used in Business Research: The Internet, E-mail, Browsers and websites. Role of Business Research in Managerial Decisions Ethics in Business Research:- Ethical Treatment of Participants-Informed Consent Rights to Privacy, Confidentiality.

**Unit – II**

**The Research Process Problem Identification:** Broad Problem Area-Preliminary Data Gathering. Literature Survey – Online Data Bases Useful for Business Research. Problem Definition. Theoretical Framework – Components of Theoretical Framework – Hypotheses Development-Statement of Hypothesis – Procedure for Testing of Hypothesis.

**Unit – III**

**The Research Design:** Exploratory, Descriptive, Experimental Designs and Case Study – Measurement of Variables-Operational Definitions and Scales-Nominal and Ordinal Scales-Rating Scales-Ranking scales-Reliability and Validity-Content Validity. Criterion Related Validity and Construct Validity.

**Unit – IV**

Sources of Data-Primary Sources of Data-Secondary Sources of Data-Data Collection Methods-Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews-Observational Surveys-Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires-Guidelines for Construction of Questionnaires. Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures.

## **Unit – V**

**The Research Report:** Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report –Acknowledgements-References-Appendix-Guidelines for Preparing a Good Research report Oral Presentation-Deciding on the Content-Visual Aids-The presenter –The Presentation and Handling Questions.

### **Text Books:**

1. Uma Sekaran: Research Methods for Business – A Skill Building Approach. (John Wiley & Sons (Asia). Pvt.Ltd., Singapore, 2003.
2. Donald R Cooper and Pamela S Schindler: Business Research Methods. (Tata McGraw-Hill Publishing Company Limited, New Delhi, 2007)

### **References:**

1. William G. Zikmund: Business Research Methods. (Thomson Business Information India Pvt. Limited, Bangalore, 2005)
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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<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**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**

1. Sherfeild: Developing Soft skills- Pearson Education-2013.
2. Murphy: Effective Business communication, 7/e, TMH, 2013.
3. Colin BEARD: Experiential Learning, Kogan Page, 2013.
4. Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A92609) COMPREHENSIVE VIVA-VOCE OF II SEMESTER**

**I Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**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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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93601) ORGANISATIONAL BEHAVIOUR**

**II Year I-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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**

**Organisational Behaviour:** Concept – Nature - Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organisational Behaviour Models and other similar fields of study – Disciplines contributing to Organisational Behaviour – Attribution Theories – Johari Window – Transactional Analysis.

**Unit – II**

**Individual Behaviour:** Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process –Organizational behaviour modification. Misbehaviour –Management Intervention – Emotions – Emotional Labour Emotional Intelligence Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – importance – Types – Effects on work behavior.

**Unit – III**

**Group Behaviour:** Organizational structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

**Unit – IV**

**Leadership and Power:** Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics – Developing Leadership Skills.

**Unit – V**

**Dynamics of Organizational Behaviour:** Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change – Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness.

**Text Books:**

1. Stephen P. Robbins, Organisational Behavior, PHI Learning / Pearson Education, 11<sup>th</sup> edition, 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11<sup>th</sup> Edition, 2001.

**References:**

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9<sup>th</sup> Edition, 2008.
2. Udai Pareek, Understanding Organisational Behaviour, 2<sup>nd</sup> Edition, Oxford Higher Education, 2004.
3. Mc Shane & Von Glinov, Organisational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
4. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 11<sup>th</sup> Edition 2007.
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7<sup>th</sup> edition, Tata McGraw Hill, 2008.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93602) STRATEGIC MANAGEMENT**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Introduction:** Concepts in Strategic Management, Strategic Management Process, Developing a strategic Vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive Advantage.

**Unit – II**

**Tools and Techniques for Strategic Analysis:** Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organisational Learning, Impact Matrix and the Experience Curve, Generic Strategies-Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

**Unit – III**

**Strategy Implementation:** Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organisational Values Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

**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

measuring performance – guidelines for proper control- strategic surveillance -strategic audit  
- Strategy and Corporate Evaluation and feedback in the Indian and International context.

**Text Books:**

1. Azhar Kazmi: Business Policy & Strategic Management: TMH, 2009.
2. VSP Rao: Strategic Management, Excel, 2009
3. C. Appa Rao: Strategic Management & Business policy, Excel, 2009.
4. Hitt, Ireland & Hoskisson: Management of Strategy, Thomson 2009

**References:**

1. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
2. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.
3. Saloner: Strategic Management, Wiley 2009
4. P.Subbarao: Strategic management, Himalaya, 2009
5. Johnson:Exploring Corporate Strategy, Pearson, 2009

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93603) MANAGEMENT INFORMATION SYSTEM**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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:**

Meaning-Evolution of MIS-Manager's view of Information System-Strategic Planning-Management Control-Operational Control-Using Information Systems for Competitive Advantage-Value Chain Model-Synergies-Core Competencies and Network based Strategies-Information Technology and Business Process Reengineering.

**Unit-II:**

Decision Making and Information Systems-Herbert Simon Model of Decision Making Process-Criteria for Decision Making-Behavioural Model of Decision Making –Optimisation Model-Decision Support Systems and Expert Systems-Relevance of Decision Making Concepts for Information Systems.

**Unit-III:**

Strategic Planning of Information Systems-Techniques of Planning-Applications of Information Systems-Financial Information Systems-Marketing Information Systems-Production Information Systems-Human Resources Information Systems.

**Unit-IV:**

Systems Analysis and Design-Development Strategies-Structured Analysis-Prototyping-System Development Life Cycle-Feasibility-Requirement Analysis-Design of the System-Development of Software-Implementation and Evaluation-Systems Project Management.

**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:**

1. Murthy,CSV, Management Information Systems- Text & Applications, Himalaya PublishingHouse, 2009.
2. Gordon B. Davis, Magrethe H.Olson, Management Information Systems, Conceptual Foundations Development, Tata McGraw Hill, 2008.

**Suggested Readings:**

1. Robert Schultheis and Mary Summer, Management Information Systems-The Manager's View,Tata McGraw Hill, 2008.
2. Kenneth C Laudon and Jane P Laudon, Management Information Systems- Managing the Digital Firm, Pearson Education, 2009.
3. James A O'Brien and George M.Marakas, Management Information Systems, Tata McGraw Hills, 2009.
4. Effy Oz, Management Information Systems, Cengage Learning, 2008.
5. Satyasekhar, GV, Management Information Syste3ms, Excel Books, 2007.
6. Miller – MIS Cases, Pearson Education.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93604) PERFORMANCE MANAGEMENT**  
**(HR ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**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**

Introduction to Performance Management, Methods of Performance appraisal, Planning Performance for role clarity, Accountability and Effectiveness, Increasing Self awareness and understanding: self Appraisal, Performance analysis, Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

**Unit-II**

Improving quality of Performance Ratings, Performance Review Discussion, using performance Management systems, Data for HR Decision and Performance Improvements, Performance Management Systems and Appraisal practices in India, Performance Management Systems and Appraisal practices in some Asian Countries, Performance Management System in Infosys, Performance Management System in Dr.Reddy's Laboratories, Measuring Results and Behaviours.

**Unit-III**

Making Performance Management System and Appraisals Work, Monitoring performance planning analysis and Development systems, Focusing on team performance for Better results, Performance Management system in National Stock Exchange, Gathering performance Information, Implementing a performance Management System. Performance Management and employee development, Performance Management skills.

**Unit-IV**

Rating Less appraisals for future of performance Management Systems, Performance Management from systems to Spiritual Approach, Implementing Performance Management System, Reward Systems and legal issues, Managing Team performance.

**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:**

Ram Kumar Balyan, Vikramender Singh & Suman “Performance Management text and cases”, Himalaya Publications, 2011.

**References:**

1. T.V.Rao: Performance Management and Appraisal Systems
2. Herman Aguinis, “Performance Management” Pearson, 2012.
3. Anjali Ghanekar’ Essentials of Performance Management’ Everest Publishing House, 2010
4. B D Singh, “ Performance Management System- a holistic approach” excel Books,2010
5. Prem Chadha “Performance management” Macmillan, 2012.
6. Srinivas K Kandula “Performance Management” PHI, 2010.
7. R K Sahu : Performance Management System, Excel, 2013.
8. A.M.Sharma, Performance Management Systems, HPH,2011

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93605) COMPENSATION MANAGEMENT**  
**(HR ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**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**

**Foundation of Compensation Management:** Definition – Objectives, Principles and importance – The Pay Model – Compensation Base – Merit Pay-Cost of living Adjustments-Incentives-Allowances-Policies on Internal Alignment and External Competitiveness-Strategic Perspective of total compensation-Mapping total compensation strategy-Pay Decisions and Organisation – Strategy – “Best Fit” Vs. “Best Practices” Dilemma –Issues and Models of Executive Compensation.

**Unit – II**

**Components of Pay Structure:** Organisational Strategy-Work Flow-Fairness-Motivation of Behaviour-Economic Pressures-Government Policies-Law and Regulations-External Stakeholders-Cultures and Customers-Organisations of Human Capital –Organisation Work Design Overall HR Policies – Internal Labour Markets-Employee Acceptance – Research Findings – Equity Theory – Tournament Theory – Institutional Model – Pay Structure based on jobs, Employees and Competencies – Use of Job Analysis and Job Evaluation in Designing Pay Structures.

**Unit – III**

**Compensation Strategy and Competitiveness:** Influencing factors of external competitiveness – Modifications to the Supply and Demand side – Compensating Differentials –Job Structure and Pay Structure – Grades and Ranges – Broad banding – Determinants of Grades and Ranges of Pay – Differences in Quality of Individuals applying for work – Differences in the productivity and value – Differences in the pay mix of Competitors – Issues in pay for performance –Employee Stock Ownership Plans (ESOPs) – Performance Plans – Broad Based Option Plans (BBOPs) – The Role of Performance Appraisal in Compensation Decisions.

**Unit – IV**

**International Compensation Systems:** Managing Variations in International Pay System – Determinations of International Compensation System – Institutional Factors – Economic Factors Competitive Dynamics/Markets – Employee Related – Organizational Factors Components of International Compensation. The Three approaches to International Compensation Management – The Budget System – The Balance Sheet or Home Net System – The Local Going Rate System – The Challenge of Rewarding Excellence.

## **Unit – V**

**Components of Pay Structure in India:** Basic Wage – Dearness Allowance – Flat Rate – Graduated Scale – Cost of Living and Consumer Price Index Number (CPIM) – Over time payment – Annual Bonus – General Allowances – Special Allowances – House Rent Allowances, Canteen Allowances etc. – Fringe Benefits – Recent Developments, CEO Compensation Package – The Indian Context – Compensation Issues in VRS – The Challenge of Rewarding Excellence.

### **Text Books:**

1. Milkovich GT Newman TM Compensation, Tata McGra Hill, 2005
2. B.D. Singh Compensation and Reward Management Excel Books, New Delhi, 2007

### **References:**

1. Tapomoy DEB, Compensation Management Text & Cases, Excel Books, New Delhi, 2009
2. Mousumi S. Bhattacharya Nilanjan Sen Gupta, Compensation Management Excel Books, 2009
3. Narain, Laxmi, Managerial Compensation and Motivation and Public – Enterprises Oxford Public House, 2007

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93606) MANAGEMENT OF INDUSTRIAL RELATIONS**  
**(HR ELECTIVE)**

**II Year I-Sem: MBA**

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**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**

Industrial Relations: Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union , Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices:

**Unit – II**

**Settlement of Disputes:** Role of state Dispute Settlement Machinery and its instruments – Legislation: Causes of disputes, Right to Strike – Major Strikers – Tripartite and Bipartite Bodies – Standing orders and Grievance Procedure.

**Unit – III**

Collective Bargaining – Legal frame work – Levels – Agreements – Conciliation – Arbitration – Adjudication – The Industrial Dispute Act 1947 – Labour Welfare work – Labour Welfare officer – Worker's Participation.

**Unit – IV**

Wage Policy and Wage Regulation Machinery – Wage Legislation – Payment of Wages Act 1936 – The Payment of Bonus Act, 1965

**Unit – V**

The Factories Act 1948 Women's Compensation Act 1923 – ESI Act 1948 – Mines Act 1952, Industrial Relations and Technological Change – Minimum wages Act 1948.

**Text Books:**

1. Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House.2012.
2. C S Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.

3. C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers 13<sup>th</sup> edition, 2012.

**References:**

1. P.K.Padhi: Labour and Industrial Laws, PHI, 2009.
2. Dr K S Anandram “Cases in Personnel Management Industrial Relations and Trade Relations” Everest, 2012.
3. Arun Monappa,Ranjeet Nambudiri,Selvaraj “ Industrial Relations and Labour Laws” , TMH,2012 A.M.Sharma “Industrial Relations and Labour Laws”, Himalaya Publishing House,2013.
4. Ratna Sen “Industrial Relations-Text and cases “Macmillan Publishers,2011.
5. Kubendran.V,Kodeeswari.K “Industrial Relations and Labour Laws “Himalaya Publishing House,2011.
6. Puneekar S.D,Deodhar S.B, Saras wathi Sankaren”Labour Welfare,Trade Unionism and Industrial Relations, “Himalaya Publishing House,2012.
7. B.D.Singh “Industrial Relations”Excel Books 2008.
8. S C Srivastava “Industrial Relations and Labor Laws” Vikas, 2012. Padhi “ Labour and Industrial Relations” PHI, 2012.
9. Venkata Ratnam “Industrial Relations” Oxford, 2012.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93607) SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**(FINANCE ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Portfolio Analysis:** The returns and risks from investing- Markowitz Portfolio Theory, Mean- Variance approach, portfolio selection-efficient portfolios, The single index model- Capital Asset Pricing Model, Arbitrage Pricing Theory.

**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**

**Mutual Funds:** Types of Mutual Funds Schemes, Structure, NAV(Net Asset Value), Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition, Trends in Indian Mutual Funds.

**Text Books:**

- 1) William. F.Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall,2012.
- 2) Prasanna Chandra: Investment analysis and Portfolio Management” 4th Edition, TMH, 2012.
- 3) Punithavathi Pandian : Security Analysis and Portfolio Management, Vikas. 2012.

**References:**

1. Reilly, Brown: Analysis of Investment and Management of Portfolios, 10th Edition, Cengage, 2012.
2. ZVI Bodie, Alex Kane, Alan J Marcus : Investments, TMH, 2012.
3. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6th Edition, Pearson, 2012.
4. Jones: Invest Analysis and Management, Wiley.
5. M. Ranganatham, R. Madhumathi: Security Analysis and Portfolio Management, 2nd Edition, Pearson, 2012.
6. Edwin J Elton, Martin J Gruber, Stephen J Brown, William N. Goetzmann : Modern Portfolio Theory and Investment Analysis. 2013.
7. Kevin, SAPM, PHI, 2011

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93608) FINANCIAL INSTITUTIONS, MARKETS AND SERVICES**  
**(FINANCE ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market - T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets - Organisation and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets

**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:**

1. L.M.Bhole: Financial Institutions and Markets, TMH, 2009.
2. S.Gurusamy: Financial Services and System, Cengage,2009
3. Vasant Desai: Financial Markets and Financial Services, Himalaya,2009

### **References:**

1. Rammohan: Regulation of Financial Intermediaries in Emerging Markets, Sage,
2. 2009
3. Pathak:Indian Financial Systems, Pearson, 2009
4. M.Y.Khan: Financial Services, TMH, 2009.
5. Meir Kohn: Financial Institutions and Markets, Oxford University Press, 2008.
6. Anthony Saunders and Marcia Millon Cornett: Financial Markets and Institutions, TMH, 2009.
7. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson , 2009.
8. Nanda Gopal: Emerging Financial Markets, Excel,2009.
9. Nalini Prava Tripathy: Financial Services, Prentice Hall,2009.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93609) INTERNATIONAL FINANCIAL MANAGEMENT**  
**(FINANCE ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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, Bretton 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**

**Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

**Unit-IV**

**Exchange Rates:** Measuring exchange rate movements, Factors influencing exchange rates - Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

## **Unit-V**

**Asset–Liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

### **Text Books:**

1. Sharan.V: International Financial Management 5Th Ed.PHI2012
2. Madhu Vij: International Financial Management, Excel, 2012.
3. P.G.Apte: International Financial Management, TMH 2012.

### **References:**

1. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012
2. Ephraim Clark: International Finance, Second Edition, Thomson.
3. S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
4. Reid. W.Click& Joshua D.Coal, PHI 2012.
5. Jeff Madura: International Corporate Management, Cengage, 2012. (For PPT, Case Solutions

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93610) CONSUMER BEHAVIOR**  
**(MARKETING ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Understanding Consumer Behaviour:** Evolution – Understanding of Consumer Behaviour Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process, Current Trends in consumer behaviour, Approaches for studying Consumer Behaviour, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**Unit-II**

**Environmental Influences on Consumer Behaviour:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information – Attitude Formation and Attitude Change.

**Unit-III**

**External Environmental Influences on Consumer Behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour – Different Stakeholders.

**Unit-IV**

**Consumer Decision Making Process:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making,. Howard Sheth Model-EKB Model-Organisational Buyer Behaviour and Influences on Organisational Buyer Behaviour Consumers and the diffusion of Innovations

**Unit-V**

**Consumerism and CRM:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers. CRM concept and components- Evolution and development- Challenges in implementing CRM- Organization for CRM, CRM Strategy Cycle – CRM Programme Measurement and Tools

**Text Books:**

1. David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.
2. Schiffman, Leon, G and Kannuk, Leslie Lazar: Consumer Behaviour Prentice Hall of India.
3. Suja R.Nair: Consumer Behaviour in Indian Perspective, Himalaya Publishing House.

**References:**

1. S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
2. Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2013. Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
3. Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331. Leon G. Schiffman, Leslie Lazer Kanuk, S.Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011. Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.
4. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012. Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2013. S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
5. Dr. Shri Prakaash, Consumer Behaviour, Vikas, 2010.
6. A. Chunawalla, commentary on Consumer Behaviour, 3<sup>rd</sup> edition, HPH, 2012. S H H Kazmi, Consumer Behaviour and Marketing Communication, Excel, 2011. J.Paul Peter, Jerry.C. Olsan, Consumer Behaviour and Marketing Strategy, 7<sup>th</sup> edition, TMH, 2011.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93611) SALES AND DISTRIBUTION MANAGEMENT**  
**(MARKETING ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Introduction to Sales and Distribution Management:** Sales Management – Concept – Nature and Scope – Growth and Evolution of Sales Management – Contemporary issues in Sales Management - Distribution Management – Concept – Scope– Differences between Channels of Distribution and Physical Distribution – Linking of Sales and Distribution Management – Psychology in selling Buying decisions – Sales Knowledge and sales related marketing policies.

**Unit - II**

**Personal Selling:** Personal Selling – Qualities of Salesmanship, Theories of Selling – Steps in Selling Process – Personal Selling and Sales Promotion – Selling Function – Different steps in Buying Decision Process – Buying Situations – Sales Organization – Sales Department Functions – Sales Forecasting and Control – Sales Budgets – Sales Quotas and Budgets.

**Unit - III**

Sales Force Management Decisions – Recruitment – Selection – Training – Motivating – Compensating and Controlling of Sales Force – Transactional and Relationship selling – Types of sales Organisation Structures – Specialization within sales Organisation.

**Unit - IV**

**Managing Channels of Distribution:** Distribution Management – Need for Distribution Channels – Marketing Channels – Selecting Channels of Distribution - Channel Policies – Motivating Channel Members – Channel Dynamics – Channel Cooperation – Channel Conflict – Channel Competition.

**Unit -V**

**Management of Logistics and Supply Chain Management:** Definition – Scope – Origin – Key Logistic Activities – Order Process – Inventory - Transportation and Storage – Developing Logistics Strategies – Extension into Supply Chain Management – International Sales and Distribution.

**Text Book:**

Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.

**Suggested Readings:**

1. Louis W. Stern and Ansar – Marketing Channels, Prientice Hall India.
2. Dr. Matin Khan – Sales and Distribution Management, Excel Books.
3. S.A. Chunawala – Sales and Distribution Management, Himalaya Publishing House.
4. Mark W Johnstan and Others. – Sales Force Management, TATA Mcgraw.Hill Co.
5. Spiro – Stanton Rich – Management of Sales Force, TATA Mcgraw.Hill Co.
6. Richard R Still and Others – Sales Management,
7. Joseph Fhar & others – Sales Management, Cengage.
8. Tanner – Honey Cutt – Erffmeyer “Sales Management”, Pearson & Educational.
9. Rosenbloom:Marketing Channels, Cengage Learning.
10. Ingram: Sales Management, Cengage Learning.
11. Coughlan – Marketing Channels, Pearson Education.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93612) PRODUCT AND BRAND MANAGEMENT**  
**(MARKETING ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Course Objective:** To equip the students with the various dimensions of product management such as product – line decisions, product plat form 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**

Product Management – Concept – Need and Importance - Evolution of Product Management – Product Management Process – Role of Products – Levels of Products – Buy Grid analysis – Product Customization – Product focused Organizations – Role of Product Manager in Modern Marketing.

**Unit-II**

Competitive Strategy for Products – Market Mapping – Category Analysis - Competitor analysis – Customer analysis – Product portfolios – BCG Matrix – Shell's Policy Matrix – Product mix and line decisions – Managing line extensions – Product Positioning strategies.

**Unit-III**

Product Development – Product Innovation – Product Development Process – Factors affecting success or failures of new products – Product Life Cycle – Management of Product Life Cycle – Managing different stages of PLC – Product Revival Strategies – Product Elimination Decisions.

**Unit-IV**

Concept of Brand-Brand and Firm – Brands and Consumers - Brand Identity - Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution.

**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:**

1. Ramanuj Mazumdar – Product Management in India – PHI Learning – New Delhi – 2009

**References:**

1. Harsh V Verma - Brand Management – Text and Cases – Excel Books – New Delhi – 2008
2. Michael Baker and Susan Hart – Product Strategy and Management – Pearson Education – New Delhi – 2009
3. Donald R Lehman – Product Management – Tata McGraw Hill Pvt Ltd – New Delhi – 2005
4. S.A.Chunawalla – Product Management – Himalaya Publishing House – New Delhi – 2009
5. U C Mathur – Product and Brand Management – Excel Books – New Delhi -2007
6. Karl T Ulrich and Steven D Eppinger – Product Design and Development – Tata McGraw Hill Pvt Ltd – New Delhi – 2009
7. Tapan K Panda – Building Brands – Excel Books – New Delhi – 2009
8. S.A.Chunawalla - Compendium of Brand Management - Himalaya Publishing House – New Delhi – 2009

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93613) BUSINESS LAWS**  
**(OPEN ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**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**

**Companies Act, 1956, 2012:** Steps and procedure for incorporation of the company – Appointment of Directors – Powers – Duties & liabilities of Directors – Company Secretary – duties and powers. Company Meetings – Resolutions – Winding-up of a Company.

**Unit-II**

**Law of Contract:** Nature of contract and essential elements of valid contract – Offer and Acceptance – Consideration – Capacity to contract and free consent – Legality of object. Unlawful and illegal agreements – Contingent contracts – Performance and discharge of contracts – Remedies for breach of contract.

**Unit-III**

**Contracts-II:** Indemnity and guarantee – Contract of Agency – Sale of goods Act -1930: General Principles – Conditions & Warranties – Performance of Contract of Sale.

**Unit-IV**

**Negotiable Instruments Act - 1881:** Negotiable Instruments – Promissory Note – Bills of Exchange & Cheque – and their definitions and characteristics – Types of endorsements – Holder – Holder in due course – Discharge of Parties.

**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.
2. Maheshwari & Maheswari - A Manual of Business Laws, Himalaya Publishing House.
3. Kapur and Gulshan - Business Laws Sulthan chand
4. Tulsian P.C. - Business Law Tata MCGraw Hill, New Delhi

**References:**

1. K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
2. Akhileshwar Pathak: Legal Aspects of Business, TMH, 4/e, 2013.
3. Ravinder Kumar “Legal Aspects of Business”, 2nd Edition Cengage Learning, 2012.
4. Kuchal: Business Law, Vikas, 2011
5. C L Bansal, Business and Corporate Laws, Excel Books, 2011.
6. Tejpal Sheth, Business Law, Pearson, 2012
7. Satish B Mathur, Business Law, TMH, 2012

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93614) E – BUSINESS**  
**(OPEN ELECTIVE)**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**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**

**Introduction to E-Business:** E-Business: Meaning, significance – Opportunities and Risks – E-Business Models: B2B: Meaning and implementation, B2C: Meaning and implementation, B2G: Meaning and implementation, C2G: Meaning and implementation and C2B: Meaning and implementation – Advantages and Limitations – Mobile Commerce: Meaning, Framework and Models – E-Business Trade: Bookshops, grocery, software, newspaper, banking auction, share dealing.

**Unit-II**

**E-Business Infrastructure:** Internet: Meaning, Issues, Problems and Prospects, ISP – Intranets: Trends, Growth and Applications – Extranet: Applications, VPN – EDI: Definitions and Benefits – Technology and Implementation. Portals.

**Unit-III**

**E-Business Applications:** E-Business Strategy: Definition, Objectives, Analysis and Implementation - E-Marketing: Meaning, Areas, Planning, Strategy and implementation – Internet Advertising - E-CRM: Meaning, Technology for CRM and application – E-Procurement: Meaning, Drivers, Risks and implementation – E-SCM: Meaning, Focus and implementation – E-Payment Systems: Meaning, Pre and Post paid payments systems – E-Cash.

**Unit-IV**

**E-Security:** E-Security: Meaning, Attacking methods, SET and SSL, Hacking Security Tools: Cryptology and Encryption – Password – Authentication: Keys and Kerberos – Digital Signatures – Security Protocols – Firewall Security – E-Commerce Law: Information Technology Act, 2000 – Government Policy and Recommendations.

**Unit-V**

**E-Business Web Technologies:** Web site meaning – Types – Planning and Organizing – Web page Designing, Essentials in designing good web site – Web page development tools – Testing and evaluating web site – Creating Web site using MS Front Page: Using Wizard – Viewing and closing web sites – HTML: Basics, Syntax, HTML Editors – Multimedia: Graphics, web image formats, VRML.

**Text Books:**

1. Albert Napier H, Rivers N Ollie, Wagner W Stuart and Napier JB (2008), E-Business – Creating a Winning, 2nd Edition, New Delhi, Cengage learning India Private Limited.
2. Murthy C S V (2009), E-Commerce – Concepts, Models, Strategies, Mumbai, Himalaya Publishing House.
3. Rayudu C S (2008), E-Commerce – E-Business, Mumbai, Himalaya Publishing House.
4. Ravi Kalakota – Frontiers of Electronic-Commerce, Pearson Education.

**Suggested Readings:**

1. Schneider, E-Commerce, Cengage Learning.
2. Bharat Bhasker (2009), Electronic Commerce – Framework, Technologies and Applications, 3rd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
3. Chaffey Dave (2009), E-Business and E-Commerce Management, 3rd Edition, New Delhi, Pearson Education.
4. Kamlesh K Bajaj and Debjani Nag (2005), E-Commerce – The Cutting Edge of Business, 2nd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
5. David Whiteley (2009), E-Commerce – Strategy, Technologies and Applications, New Delhi, Tata McGraw Hill Publishing Company Limited.
6. Parag Diwan and Sunil Sharma (2005), E-Commerce, New Delhi, Excel Books.
7. Henry Chan, Raymond Lec, Tharam Dillon, Eligabeth Chang, - E-Commerce, Fundamentals & Applications – John Wiley & Sons.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93615) RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS)**  
**(OPEN ELECTIVE)**

**II Year I-Sem: MBA**

**L T P C**  
**3 0 0 3**

**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**

**Introduction to databases:** Introduction – Application development without databases- Advantages- Concepts and history of DBMS- commercial databases.  
Data base design- Feasibility study- designing system – class diagrams- data types- elements.

**Unit-II**

**Data normalization:** Introduction – Sample database- first – second – third Normal Forms  
Beyond third normal form- Data rules and integrity – effects of Business rules- Converting class clan diagram to normalized tables- data dictionary.

**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:**

1. James Perrya T and Joseph, G. Lateer: Understanding Oracle, BP
2. Abbey and Corey, Oracle: A Beginners Guide, Tata MC Graw Hill
3. Gerald V. Post: Data Base Management Systems- Designing and Business Application, Tata Mc Graw Hill.
4. McFadden: Database Management System, Addison Wesly.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A93616) COMPREHENSIVE VIVA-VOCE OF III SEMESTER**

**II Year I-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**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.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**CORE COURSE**  
**(A94601) INTERNATIONAL BUSINESS**

**II Year II-Sem: MBA**

**L T P C**  
**4 0 0 4**

**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**

The Structure and Strategy of International Business An overview of international business environment- International Business strategies of the firm, profiting from global expansion. Pressures for cost reductions and local responsiveness – strategic choices - The organization of international business - control systems and incentives - entry strategy and strategic alliances – Theory of global competitiveness alignment, mapping competitiveness shifts.

**Unit – II**

Managing Technology and Knowledge in International Operations Problems of control in an international company – Designing an international control system – Understanding Technology – Technology transfer – Knowledge in Organizations – The Process of knowledge management in International Organizations –Negotiations and Decision making across borders and cultures – Mergers and acquisitions (M & A) –Implications for India for the practice of global leadership in business.Ethics and Social Responsibilities of International Firms- International ethical codes of conduct –Cross Cultural, Cross Religion and Cross Racial Issues.

**Unit – III**

Role of Multi National Enterprises (MNEs) How MNE's exploit market imperfections – seeking markets, efficiency and knowledge – MNE's and life cycle of product – The MNE's and competitive advantage of nations – Regulatory environment of MNE's – Guidelines for Managers of MNE's - Areas of particular concern to MNE's – Multinational bankruptcy – Cross Border Liability and Trade Disputes – Protection of Intellectual Property – Trade offs between business abroad and national security / foreign policy at home – Role of Indian MNE's in International Business – Hidden Values and responsibilities to stake holders.

**Unit – IV**

International Economic Institutions Agencies and Agreements Regional Trading Arrangement – The European Union and NAFTA – Bilateral Trade laws, Multilateral Trade laws – An overview of GATT / WTO, IMF and World Bank Group, UNCTAD, ILO, Regional Economic Integration – Trade Areas and Economic Unions – OPEC – Commercial policy implications of customs union – International Economic Policies - Policy Implications of barriers to trade - Debate on Trade policy i.e. free trade verses protectionism – The China Syndrome - impact of International Economic Institutions and Agencies.

## **Unit – V**

Functional Operations Management International Marketing Strategy – International HR management strategy – International Operations Management Strategy – International Financial Management Strategy – Global Standard Quality Management – Porter's model of competitive advantage – The 10-P model of global strategic management – A Global perspective on corporate governance mechanisms.

### **Text Books:**

- 1) K. Ashwathappa - International Business, Tata McGraw Hill, 2006.
- 2) P. Subba Rao, International Business – Text & Cases, Himalaya Publishing House, 2009.
- 3) Manab Adhikary – Global Business Management, McMillan, 2001.
- 4) Mike W.Peng – International Business, South-Western Cengage Learning, 2008.
- 5) Justin Paul – International Business, PHI Learning.

### **References:**

- 1) Michael R. Czinkota & Others – International Business, Cengage Learning.
- 2) Charles W.L. Hill and Arun Kumar Jain – International Business : Competing in the Global Market Place, McGraw Hill, 2007.
- 3) Aravind V. Phatak, Rabi S. Bhagat & Roser J. Koushikar – International Management, Tata McGrawhill, 2007.
- 4) Anant K. Sundaram & J. Steward Black – The International Business Environment, Prentice Hall of India, 1999.
- 5) Manab Thakur, Ganeeburton & B.N. Srivastava – International Management (Concepts & Cases), Tata McGraw hill Publishing Company Ltd., New Delhi.
- 6) Richard M. Hodgetts, Fred Luthans & Janathan P. Doyh – International management, Tata McGraw Hill Publishing Co. Ltd.
- 7) Cherunilam – International Business Text & Cases, P.H.I. Learning.
- 8) Sanjay Misra & Y.K. Yadav – International Business Text & Cases, PHI Learning.
- 9) Daniels, Radebaugh & Sullivan – International Business Environment & Operations – Pearson Education.
- 10) Cavusgil – International Business, Pearson Education.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**CORE COURSE**  
**(A94602) PRODUCTION AND OPERATIONS MANAGEMENT**

**II Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Introduction:** Overview of Production and Operations Management (POM) Functions, Historical Development of POM, POM scenario Today – Product and Process Design: Product and Process Development, Manufacturing Process Technology, Value Analysis.

**Unit – II**

**Facilities Management & Aggregate Planning:** Location of Facilities, Layout of Facilities, Optimisation of Product/Process Layout, Aggregate Planning: Preparation of aggregate demand Forecast, Specification of Organisational Policies for Smoothing Capacity Utilization, Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.

**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**

**Work Study & Quality Management:** Method Study, Work measurement, Work Design, Job Design, Work Sampling, Industrial Engineering Techniques. Quality management: Economics of Quality Assurance Inspection and Quality Control, Control charts for variables and control charts for attributes, Acceptance Sampling, Total Quality Management and ISO 9000 series standards, Six Sigma.

**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:**

1. Chase, Aquilano, Jacobs: Operations Management for Competitive Advantage, TMH, 2009
2. Aswathappa: Production & Operation Management, HPH, 2008
3. S N Chary: Theory and Problems in Production and Operations Management, TMH, 2009.

**References:**

1. Mahadevan: Operations Management, Pearson, 2009
2. Young: Essentials of Operations Management, Sage, 2009
3. Kachru: Production and Operations Management, Excel, 2009
4. Donald Waters: Operations Management, Kogan Page, 2009
5. Buffa: Modern Production Operation Management, Wiley 2009.
6. Lee Krajewski, Larry Ritzman and Manoj Malhotra: Operations Management, 8/e PHI, 2009
7. Joseph S. Martinich: Production and Operations Management, Wiley, 2009.
8. Slack: Operations Strategy: Pearson, 2009.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**CORE COURSE**  
**(A94603) ENTREPRENEURSHIP DEVELOPMENT**

**II Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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, identify ventures for launching, develop an idea on the legal framework and also understand strategic perspectives in entrepreneurship.

**Unit – I**

Nature of Entrepreneurship; Characteristics – Qualities and skills of an Entrepreneur – Functions of entrepreneur – Entrepreneur scenario in India and Abroad. Forms of Entrepreneurship: Small Business – Importance in Indian Economy – Types of ownership – Sole trading – Partnership – Joint stock company and other forms. First – Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness

**Unit – II**

**Aspects of Promotion:** Generation of new entry opportunity, SWOT Analysis, Technological Competitiveness, legal regulatory systems, patents and trademarks, Intellectual Property Rights- Project Planning and Feasibility Studies- Major steps in product development. Financial Aspects: Sources of raising Capital, Debt-Equity, Financing by Commercial Banks, Government Grants and Subsidies, Entrepreneurship Promotion Schemes of Department of Industries (DIC), KVIC, SIDBI, NABARD, NSIC, APSFC, IFCI and IDBI. New Financial Instruments.

**Unit - III**

**Introduction to Business Ethics:** Necessity for Business Ethics-Need for Ethical guideline – Salient Issues in Ethics and Commerce- Ethics as a Luxury – Earlier attempts at Ethics in Industry – Justification for Ethics – Effect of Migration of National Character – Shadow Economy – Basic Principles in Ethics – Corporate Climate and corporate climate audits – Political Issues – Nature and theory of Ethics – The Naturalistic fallacy - G.E.Moore's Philosophy.

#### **Unit – IV**

**Understanding Corporate Governance:** Corporate Governance- Capitalism at crossroads – Historical perspective of Corporate Governance – Issues of Corporate Governance – Theoretical basis of Corporate Governance – Corporate Governance mechanisms – Indian Model of Governance – Good Corporate Governance – Corporate Governance committees – OECD Principles – Indian Committee and guidelines – The confederation of Indian Industry's initiative. Corporate Governance Models, Corporate Social Responsibility.

#### **Unit – V**

**Corporate Social Responsibility:** System Concept of Business Society – Social Responsibility – Social Responsibility tools – approaches to Ethics – Corporate Social Accountability - Business in a Social World – Ethics and Social Responsibility – professional ethics – Ethics of practicing company secretaries- Ethical investing.

#### **Text Books:**

1. Robert D Hisrich, Michael P Peters, Dean A Shepherd: Entrepreneurship, TMH, 2009
2. Vasanth Desai: Entrepreneurship, HPH, 2009
3. C.S.V.Murthy: Business Ethics & Corporate Governance, Himalaya, 2009.

#### **References:**

1. Bholanath Dutta: Entrepreneurship Text and Cases, Excel, 2009
2. David Martin: Corporate Governance, Viva, 2009
3. H. Nandan: Fundamentals of Entrepreneurship, PHI, 2009.
4. Barringer: Entrepreneurship, Pearson, 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
9. A.C.Fernando: Business Ethics, Pearson, 2009
10. Laura P Hartman & Abha Chatterjee: Business Ethics, TMH, 2009
11. Tripat Kaur: Values and Ethics in Management, 2/e, Paragon International, 2009.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94604) ORGANISATIONAL DEVELOPMENT**  
**(HR ELECTIVE)**

**II Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

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

**Learning Outcome:** The student gains knowledge on the Field, Foundations, Interventions, Key considerations, Issues and the Future of Organization Development.

**Unit – I**

**The Field of OD:** Definition – Evolution – Different Stems – The laboratory's training stems – The Survey Research and Feed back stem – The Action Research Stem – The Socio Technical and Socio Clinical Stem – Second Generation – Values Assumptions and belief in O.D. – Implications of O.D. – O.D. Values in Indian Organizations.

**Unit – II**

**Foundations and Interventions of OD:** Models and theories of planned change – Participation and Empowerment – Parallel learning structures – Normative, Re-educative Strategy of Changing - Action Research – Managing the OD Process – OD Interventions – Team Interventions – Teams and work groups – Process Consultation Interventions – A gestalt approach to Team Building – Techniques and Exercises used in Team Building – Large Scale Change and High Performance Systems – Trans Organizational Development – Structural Interventions and the applicability of O.D.

**Unit – III**

**Key Considerations and Issues:** Issues in Consultant – Client Relationships – Defining the client System – Entry and Contracting – The Issue of 'Trust' – The Nature – Expertise – Diagnosis – Appropriateness and Depth of Interventions – The Consultant Team as a model and microcosm – Ethical Standards in O.D.

**Unit – IV**

**Power, Politics and O.D.:** Team work for analyzing power and politics – Importance in the planned change and practice of O.D. – O.D. Practitioner – Competencies of an effective O.D. Practitioner – Professional Values and Ethics – Evaluation of O.D. Interventions – Managing in Turbulent Times – Organizational Deconstruction – Distributed Intelligence - Technological connectivity – Creative Destruction – Disruptive Innovation – Clash of Culture and Implications of O.D. – Incorporating future in to the present.

**Unit – V**

**The Future and O.D.:** Fundamental Strengths of O.D. and Changing Environmental – Diffusion of Techniques – Integrative Practice – The Search for High Performance Community – Organization Transformation for large scale Paradigm Shift – The O.D. Value Cycle – O.D. Interventions for special situations like turnaround situations, Managing Discontinuities – The New Agenda for O.D.

**Text Books:**

1. Wendell L. French Cecil H. Bell, Jr. Veena Vohra Organization Development 6th Edition Pearson Education, 2008
2. Wendell L. French Cecil H. Bell Jr. Robert A. Zawacki Organization Development and Transformation - Managing Effective Change, 6th Edition Tata McGrawHill, 2008

**References:**

1. Cummings Wor ley Organization Development & Change, 8th Edition Cengage Learning India Pvt. Ltd. New Delhi, 05
2. Bhupan Srivatsava Organization Design & Development Concepts & Applications, Himal Impressions, New Delhi, 2009
3. Cummings & Worley Organization Development & Change, 8th Edition Cengage Learning Pvt. Ltd., 2009
4. Kalyani Mohanty Padmalita Routray Human Resource Development and Organisational Effectiveness Excell Books, 2009
5. Gareth R. Jones Organisational Theory, Design and Change, 5th Edn Pearson Education, 2007
6. Richard H. Hall Pamelas. Tolbert Organisations – Structures, Process and Outcomes 9th Edn. Pearson Education, 2007

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94605) INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**(HR ELECTIVE)**

**II Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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 recent trends and Interventions of International Human Resource Management.

**Unit – I**

Basics of IHRM: Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, Objectives, Problems – IHRM-compared with domestic HRM- Growing interest in IHRM -Three Dimensions of IHRM activities- functional positioning and organizational context of IHRM- Approaches to the study of employment policy across countries.

**Unit – II**

The Functional Aspects of IHRM: Process in IHRM – Staffing patterns of the International Managers – Approaches to multinational staffing Decisions – Selection Criteria and Technologies – Competencies needed for Global Managers – Transfer policies-Expatriate Failures – Cultural awareness programmes – Objectives and key components of International compensation – Emerging Issues in Global Compensation Management – Performance Management of Expatriates – Study of Different Models .

**Unit – III**

IHRM Practices in Selected Countries: The American Model of HR Management – Recent Trends in HR Development in USA – The British model of HR Management – Training & Development with in a total model from learning to knowledge – Japanese style of HR Management – Implications for managers – Reward system across cultures – Motivational system across culture – German Model of HR Management – The main features of the work values in Germany – Chinese model of HR Management – The two way classification of workers and cadres – Chinese work values.

**Unit – IV**

**IHRM Model of India:** Culture and Indian Managers- Indian Managers – Responses to HR practices across the world – Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations – India's Response to Universalization of HR Principles – Policies and Practices – Cross-Convergence.

**Unit – V**

**Special Issues in IHRM:** Challenges of Globalisation and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of Information Technology on Human Resource Management.

**Text Books:**

1. P.L. Rao - International Human Resource Management – Text and Cases Excel Books- New Delhi
2. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases Tata McGraw Hill Publishing Company Ltd
3. Peter J. Dowling - International Human Resource Management Denice E. Welch 4th Edition, Thomson Learning USA
4. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM) PHI-Private Ltd, New Delhi – 2007

**References:**

1. P. Subba Rao - International Human Resource Management Himalaya Publishing House
2. Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
3. Sujata Mangalai - Globalization and Human Resource Management Excel Books
4. Wendell L. French - Human Resource Management Houghton Mifflin USA
5. Edwards - International HRM, Pearson Education.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94606) STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**(HR ELECTIVE)**

**II Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

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

**Learning Outcome:** The student gains knowledge on the framework of SHRM, HR Strategy Formulation, HR Strategy Implementation and HR Strategy Evaluation.

**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**

**HR Environment Scanning:** Technology and organizational structure – environment turbulence, adaptation – environmental scanning and competitive intelligence – influence on HR information system – management of diversity – Trends in utilization of HR, relocation of work – Employee leasing- Global sourcing of labour – The influence of organizational purpose – Mission and top management team – The impact of organization design and learning

**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**

**HR Strategy Implementation:** Implementation of Human resource and reallocation decisions – Cross training and flexibility in assigning work – Using work teams – Strategically oriented performance measurement system – Strategically oriented compensation systems – Improving the quality of performance measures – Results oriented vs Process oriented measures – Individual best practices and systems best practices – Universal practices vs Contingency perspective – practices for evolution of high performance HR systems.

## **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 – Bench marking – 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:**

1. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd., New Delhi, 2008.

### **References:**

1. Richard Regis, Strategic Human Resource Management and Development, Excel Books, New Delhi, 2008.
2. Charles R. Greer, Strategic Human Resource Management – A General Managerial Approach, Second Edition, Pearson Education Asia, 2007.
3. Monica. Belcourt and Kenneth J. Mc Bey, Strategic Human Resource Planning (Second Edition), Cengage Learning India Pvt. Ltd. New Delhi, 2008.
4. R. Srinivasan, Strategic Management – The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi, 2002.
5. R. Venugopal, Contemporary Strategic Management, Vikas Publisshing House Pvt. Ltd., 2000.
6. Shaun Tyson, Strategic Prospects in HRM, Jaico Publishing House, 2001.
7. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
8. Dreher Dougherty, Human Resource Strategy

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94607) FINANCIAL DERIVATIVES**  
**(FINANCE ELECTIVE)**

**II Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**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**

Derivatives – Introduction – Evolution – Signification and functions – Types - Financial and Commoditize – Players in Derivatives Market – Trading and types of Orders – Settlement Procedure – Clearing House – Mark-to-Market – SPAN Margin System.

**Unit-II**

Forward & Future Contracts – Concept – Features – Forward Contract Types – Forward Rate Agreements – Forward Trading Mechanism – Forwards Vs. Futures – Future Contracts – Types – Evolution of Futures Market – Players in future market – Functions – Trading Mechanism – Specifications of future contracts – Pricing of futures – Yielding no income – known income, known dividend – Hedging with futures and forwards (Problems)

**Unit-III**

Options – Concepts – Options Vs. Futures – Types – Trading with options – Basic principles – Strategies involving options – Hedging with options – Currency options.

**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**

Financial Derivative Market in India – Recommendations of L.C. Gupta Committee on derivatives – Trading Mechanism at NSE and BSE – Eligibility of stocks – Regulation of Trading System – J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

**Text Books:**

1. S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
2. John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
3. Jayanth Rama Varma: Derivatives and Risk management, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

**References:**

1. David A. Dubofsky & Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press
2. G.Kotreshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007
3. Somanathan T.V: Derivatives, Tata McGraw-Hill Publishing Co.Ltd., New Delhi,2008
4. Rene Stulz: Risk management and Derivatives, Cengage Learning, 2006
5. S.S.S.Kumar: Financial Derivatives, PHI Learning Pvt. Ltd., New Delhi, 2008
6. D.C. Patwari & Anshul Bhargava: Options & Futures, Jaico Publishing House, Mumbai
7. N.R.Parasuraman: Fundamentals of Financial Derivatives, Wiley India Pvt. Ltd.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94608) STRATEGIC FINANCIAL MANAGEMENT**  
**(FINANCE ELECTIVE)**

**II Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Course Objective:** To develop an understanding of the role of financial strategy in financial planning regulatory frame work 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**

**Introduction Strategic Financial Planning:** Corporate Strategy for Growth – Regulatory Framework – Rights Issue – Value of Right – Initial Public Offer – Private Placement – Venture Capital.

**Unit – II**

**Corporate Acquisitions:** Types of Acquisitions – Mergers – Reasons – Merits and Demerits – Exchange Ratio – Dilution and Accretion of Earnings – Evaluation of Mergers and Takeovers – Consolidated Balance Sheet (Simple Problems).

**Unit – III**

**Corporate Restructuring and Reengineering Changing Ownership:** Spin-off – Split – off – Leveraged Buyout – Financial Restructuring – Buy Back of Shares – Problems in Implementing Corporate Restructuring Policies – (Theory only).

**Unit – IV**

**Corporate Valuation:** Approaches – Estimating Equity Free Cash Flows – Valuation based on EFCF – DCF – (Simple Problems) Value Based management – Economic Value Added Approach.

**Unit – V**

Evolution of IRR – Multiple IRR – Modified IRR – Conflict between NPV and IRR – Adjusted NPV – Capital Rationing.

**Text Books:**

1. Prasanna Chandra – Financial Management, Tata McGrawhill Book Co. Ltd. 4th Edn.
2. Aswath Damodaran – Corporate Finance Wiley India 2nd Edn.
3. Shridan Titman, John DMartin, V. Ravi Anushuman – Valuation Analyzing Global Opportunities, Pearson Education 1st Edn.

**References:**

1. J. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers – Restructuring and Corporate Control, Prentice Hall, India, 2007.
2. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3rd Edn. Pearson Education.
3. Jonathan Berk Peter DeMarzo – Financial Management Pearson Education, 1st End. 2007.
4. R. Srivastava – Financial Management and Policy, Himalaya Publishing House, 4th Edn. 2009.
5. Sudhindra Bhat – Financial Management, 2nd Edn. Excel Books, 2008.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94609) CORPORATE TAXATION AND PLANNING**  
**(FINANCE ELECTIVE)**

**II Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Tax Planning:** Meaning and Scope of Tax Planning and Tax Management – Tax Evasion vs. Tax Avoidance – Special Provisions relating to Avoidance of Tax – Tax Planning with reference to Financial Management Decisions-Capital Structure decision – Dividend – Bonus shares – Personnel compensation plans.

**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**

**Tax Planning:** Tax Planning in respect of Mergers and Amalgamations – Tax consideration in setting up New Industrial Undertaking – Tax planning in respect of Export Promotion – Capital Gains Investments – Tax planning and foreign collaborations.

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

**References:**

1. Gaur and Narang: Income Tax Law and Practice, Kalyani Publishers, New Delhi, 2009
2. B.B.Lal & N. Vashisht: Direct Taxes, Pearson Education.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94610) MARKETING COMMUNICATIONS**  
**(MARKETING ELECTIVE)**

**II Year II-Sem: MBA**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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**

**Introduction to Marketing Communications and Advertising:** Marketing Communication - Integrated Marketing Communication (IMC)- IMC in Marketing Mix – Structure of Advertising World – Purpose and Function of Advertising in Marketing Mix – Advertising and Psychology – Advertising and Buying Behavior – Advertising Strategy – Planning & organization – Setting objectives – level of decision making - Creative Strategy & Execution.

**Unit – II**

**Managing Advertising :** Advertising planning – Target Marketing – Defining prime prospects – Planning and positioning Advertising – Setting objectives - DAGMAR Approach to set objectives – Arriving and allocating Budgets – Measuring IMC Performance – Media Function – Basic Media Strategy – Using Various Media (Television, Radio, Newspapers & Magazines) – New Trends in Advertising – Creating Advertising – Effects of Advertising.

**Unit – III**

**Advertising and Branding:** Brand Planning – Managing Brands with current trends of Advertising – Competing Brands- Global Advertising Agencies and Global markets- Advertising Agency Management. Implication for Communication and Promotional strategies Branding: Product Concept – Unique Selling proposition – Product Management – Product & STP – Reverse Engineering – Framing Product Line

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

**Unit – IV**

**Branding Concepts:** Managing Brand power – Brand Life Cycle – Brand Associations- Brand Extension – Brand loyalty – Brand Positioning.- Brand Response – Brand Experience – Brand Aesthetics – Awareness & Brands – Brand Elements – Brand Positioning pit falls – Brand Repositioning – Symbiotic Branding – Directness and Subtlety in Advertising appeal.

**Unit – V**

**Brand Extension Strategies in Indian Context:** Branding Commodities- Brand Perception and Brand Strategy – Subtleties and Celebrities – Brand Equity and pricing decisions – Cost to Server Consumers – Service Quality and Branding – Retailing impact on branding – Online Brand Equity and Offline Brand Equity.

**Text Book:**

1. Kruti shah & Alan D;Souza: Advertising and Promotions, Tata McGraw-Hill, 2009

**References:**

1. Helen Edwards & Derek Day: Creating Passion Brands, Kogan Page, 2005
2. S.Ramesh Kumar: Marketing and Branding, Pearson Education, 2009
3. Tapan K Panda: Building Brands, Excel, 2008
4. W.Rolan Lane, Karen Whitehill King, J. Thomas Russell: Advertising Procedure, 16/e, Pearson, 2008
5. Chunawala: Advertising , Sales promotion and Distribution, Himalaya, 2009
6. Sharma & Singh , Advertising, PHI, 2009.
7. Kumar: Consumer Behaviour and Branding: Concepts, Readings and Cases-The Indian Context, Pearson-2009.
8. Murthy & , Bhojanna: Advertising an IMC: Excel, 2009.  
R.C.Bhatia: Marketing Communication and Advertising, Paragon International, 2009.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94611) SERVICES MARKETING**  
**(MARKETING ELECTIVE)**

**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**

**Foundations of Service Marketing:** Marketing services Vs – Physical services – What are Services? Why Services Marketing? Role of Services in Modern Economy – Service and Technology as system – Characteristics of services compared to goods – Services Marketing Mix – Staying focusing on customer – Gaps model of Service Quality – Customer Gap – Provider Gap and Closing Gap.

**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**

**Aligning Service Design and Standards:** Service innovation and design – Challenges – Types of service innovations – Stages in service innovation and development – Service blueprinting – High performance service innovations – New Service Development Processes – Customer defined service standards – Factors – Types – and Development – Physical Evidence and the Servicescape.

**Unit – IV**

**Delivering and Performing Service:** Employee's roles in service delivery – Customer's roles in service delivery – Delivering service through intermediaries and electronic channels – Managing demand and capacity.

**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:**

1. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing-Integrating customer focus across the firm, TMH, Fifth edition, 2011.
2. Journals: Indian Journal of Marketing, MICA Communications Review.

**References:**

1. John E.G. Bateson, K. Douglas Hoffman : Services Marketing, Cengage Learning, Fourth Edition, 2012.
2. R. Srinivasan, Services Marketing the Indian context, 3rd edition, PHI, 2012.
3. Harsh V. Varma: Services Marketing text and cases, Pearson, Second edition, 2012.
4. Ravi Shanker : Services Marketing - The Indian Perspective, Excel Books, 2011.
5. Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press, 2012.
6. Govind Apte : Services Marketing, Oxford Press, 2011.
7. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2013.
8. K. Rama Mohan Rao, Services Marketing, 2nd edition Pearson, 2011.
9. Dr. S. Shajahan, Services Marketing, 2nd edition, HPH, 2012.
10. Ramneek Kapoor, Justin Paul, Biplab Halder, Services Marketing Concepts and Practices, TMH, 2011.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94612) RETAILING**  
**(MARKETING ELECTIVE)**

**II Year II-Sem: MBA**

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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, retail customer behavior & CRM.

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

**Unit – I**

**Introduction to Retail Marketing:** Retailing –Meaning – Importance of retailing – theories of structural changes in retailing-Different formats of retailing – e-tailing – Organised and unorganized retailing – Retailing environment-Retailing in India – Recent trends in retailing – Problems and Challenges of retailing

**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**

**Retail Merchandise Management:** Types of merchandise –Product range – Merchandise procurement – Process of merchandise procurement – Merchandise assortment plan – Category management – process of category management Retail pricing – Factors effecting retail pricing – different approaches of retail pricing – Pricing Adjustments.

**Unit – IV**

**Retail Human Resource and Promotion Management:** Overview of Human Resource in retail – recruitment – selection training, motivation and evaluation of performance of personnel Need and importance of promotion mix in retailing – Retail promotion mix strategies – Visual display

**Unit – V**

**Retail Customer Behaviour and CRM:** Factors affecting customer buying behavior – customer segmentation in retailing Customer loyalty – Customer relationship management in retailing – Retail Customer services.

**Text Books:**

1. Levy, Weitz and Pandit : Retailing Management:Tata McGraw Hills.
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
3. Lamba: Art of Retailing : Tata McGraw Hill
4. KVS Madan : Fundamentals of Retailing:Tata McGraw Hill
5. A Shiva Kumar : Retail Marketing: Excel Books
6. Gipson G Vedamani: Retail Management. JAICO publishing house.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94613) CREATIVITY AND INNOVATION**  
**(OPEN ELECTIVE)**

**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**

**Corporate Creativity:** Creative Manager-Techniques of Creative Problem Solving- Creative Encounters and Creative Teams- Perpetual Creative Organisations-Creative Management Practices-Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies.

**Unit IV**

**Creative Organisation:** Issues and Approaches to the Design of Creative Organisations- Policy frameworks-Organisational Design for Sustained Creativity-Mechanism stimulating Organisational Creativity-Creative Diagnosing-Creative Societies-Necessity-Model of a Creative Society.

**Unit V**

**Management of Innovation:** Nature of Innovation-Technological Innovations and their Management-Inter-Organisational and Network Innovations- Design of a Successful Innovative Organisation-Training for Innovation-Management of Innovation-Agents of Innovation- Skills for Sponsoring Innovation.

**Textbooks:**

1. Pradip Khandwalla- Lifelong Creativity- An Unending Quest, Tata McGraw Hill, 2006.
2. Pradip Khandwalla- The Corporate Creativity- The Winning Edge, Tata McGraw Hill, New Delhi

**Reference Books:**

1. Pradip Khandwalla- The Fourth Eye, Wheeler Publishing, New Delhi.
2. Rastogi, P.N, Managing Creativity for Corporate Excellence, Macmillan, New Delhi.
3. Jone Ceserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
4. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
5. Margaret,A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach
6. Praveen Gupta-Business Innovations in the 21st Century, S.Chand, 2008.
7. CSG Krishnama Charyulu & R.Lalitha- Innovation Management, Himalaya Publishing House, 2007.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94614) BUSINESS ANALYTICS**

**II Year II-Sem: MBA**

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**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**

**Decision Theory:** Introduction – Steps of decision-making process – types of decision making environments – Decision-making under uncertainty – Decision-making under Risk – Decision tree analysis

**Unit-III**

**Design of Experiments:** Introduction – Simple comparative experiments – Single factor experiments – Introduction to factorial designs

**Cluster Analysis:** Introduction – Visualization techniques – Principal components – Multidimensional scaling – Hierarchical clustering – Optimization techniques

**Unit-IV**

**Factor Analysis:** Introduction – Exploratory factor analysis – Confirmatory factor analysis

**Discriminate Analysis:** Introduction – Linear discriminate analysis

**Foundations of Analytics:** Introduction – Evolution – Scope – Data for Analytics – Decision models – Descriptive, Predictive, Prescriptive – Introduction to data warehousing – Dashboards and reporting – Master data management

**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:**

1. James R. Evans, Business Analytics – Methods, Models and Decisions, Prentice Hall, 1<sup>st</sup> edition, 2013, ISBN – 978-0-13-295061-9
2. J K Sharma, Operations Research – Theory & Applications, Macmillan publishers, 5<sup>th</sup> edition, 2013, ISBN 978-9350-59336-3
3. PurbaHalady Rao, *Business Analytics – an application focus*, PHI Learning, 2013, ISBN 978-81-203-4819-6
4. N D Vohra, Quantitative Methods, Tata McGraw Hill, 4<sup>th</sup> Edition, 2010, ISBN 978-0-07014673-0
5. S C Gupta, Fundamentals of Statistics, Himalaya Publishing House, 6<sup>th</sup> edition, 2007, ISBN 978-81-8318-755-8

**REFERENCE BOOKS:**

1. James Lattin, Douglas Carroll and Paul Green, *Analyzing Multivariate Data*, 2003, ISBN 0-534-34974-9, Thomson Learning
2. E. Turban, R. Sharda, J. Aronson, and D. King, *Business Intelligence: A Managerial Approach*, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7.
3. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005, ISBN 981-240-641-7

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**VAAGDEVI COLLEGE OF ENGINEERING**  
**AUTONOMOUS**

**(A94615) DATA MINING AND DATA WAREHOUSING**  
**(OPEN ELECTIVE)**

**II Year II-Sem: MBA**

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**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. Jiaweihan and Micheline Kamber:Data Mining Concepts and Techniques.
2. Richard J. Roigel, Michael W. Geatz, Data Mining – A tutorial Based primer – Pearson Education, New Delhi, 2005.

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**VAAGDEVI COLLEGE OF ENGINEERING**  
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**(A94616) COMPREHENSIVE VIVA-VOCE OF IV SEMESTER**

**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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