

**COURSE STRUCTURE
AND
DETAILED SYLLABUS**

MASTER OF BUSINESS ADMINISTRATION

**For
M.B.A TWO YEAR DEGREE PROGRAMME
(Applicable for the batches admitted from 2020-2021)**



**VAAGDEVI COLLEGE OF ENGINEERING
(Autonomous)
Bollikunta, Warangal-506 005
Telangana State, India.**

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

DEPARTMENT OF BUSINESS MANAGEMENT

MBA COURSE STRUCTURE

(Regulations applicable for the batches admitted from Academic Year 2020-21)

I- SEMESTER

S.No	Course Code.	Title of the Course	L	T	P	Credit s
1	M20MB01	Business Environment	4	0	0	4
2	M20MB02	Managerial Economics	4	0	0	4
3	M20MB03	Management and Organization Behaviour	4	0	0	4
4	M20MB04	Accounting for Management	4	0	0	4
5	M20MB05	Statistics for Management	4	0	0	4
6	M20MB06	Business Communication	4	0	0	4
7	M20MB07	Information Technology Lab	0	0	4	3
		Total Credits	24	0	4	27

II-SEMESTER

S.No	Course Code.	Title of the Course	L	T	P	Credit s
1	M20MB08	Marketing Management	4	0	0	4
2	M20MB09	Human Resource Management	4	0	0	4
3	M20MB10	Financial Management	4	0	0	4
4	M20MB11	Business Research Methods	4	0	0	4
5	M20MB12	Quantitative Analysis for Business Decisions	4	0	0	4
6	M20MB13	Cost and Management accounting	4	0	0	4
7	M20MB14	Soft skills - LAB	0	0	4	3
		Total Credits	24	0	4	27

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MBA COURSE STRUCTURE

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III-SEMESTER

S.No.	Course Code.	Title of the Course	L	T	P	Credits
1	M20MB15	Strategic Management	4	0	0	4
2	M20MB16	Entrepreneurship	4	0	0	4
3		OPEN ELECTIVES	4	0	0	3
	M20MB17A	Intellectual Property Rights				
	M20MB17B	Stress management				
	M20MB17C	Data analytics				
	M20MB17D	Tourism and Hospitality Management				
	M20MB17E	Indian Constitution				
	M20MB17F	Data Mining and Data Warehousing				
4	M20MB18 (M1/F1/H1/E1)	Specialization (MRK/FIN/HRM/EP)	4	0	0	3
5	M20MB19 (M2/F2/H2/E2)	Specialization (MRK/FIN/HRM/EP)	4	0	0	3
6	M20MB20 (M3/F3/H3/E3)	Specialization (MRK/FIN/HRM/EP)	4	0	0	3
7	M20MB21	Internship and Seminar	0	0	0	2
		Total Credits	24		0	22

IV-SEMESTER

S.No.	Course Code	Title of the Course	L	T	P	Credits
1	M20MB22	Business Laws and Ethics	4	0	0	4
2	M20MB23	Production and Operations Management	4	0	0	4
3		OPEN ELECTIVES	4	0	0	3
	M20MB24A	Artificial Intelligence				
	M20MB24B	Health Care Management				
	M20MB24C	Disaster Management				
	M20MB24D	Agri Business Management				
	M20MB24E	Relational Data Base Management System				
	M20MB24F	Sustainability Management				
4	M20MB25 (M4/F4/H4/E4)	Specialization (MRK/FIN/HRM/EP)	4	0	0	3
5	M20MB26 (M5/F5/H5/E5)	Specialization (MRK/FIN/HRM/EP)	4	0	0	3
6	M20MB27 (M6/F6/H6/E6)	Specialization (MRK/FIN/HRM/EP)	4	0	0	3
7	M20MB28	Comprehensive Subject Viva- Voce	0	0	0	2
8	M20MB29	Main Project Report and Viva-Voce	0	0	0	4
		Total Credits	24	0	0	26

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List of Elective papers for III-Semester and IV-Semester

MARKETING MANAGEMENT ELECTIVES		
S.No.	COURSE CODE	MARKETING
1	M20MB18M1	Consumer Behaviour
2	M20MB19M2	Sales and Distribution Management
3	M20MB20M3	Digital Marketing
4	M20MB25M4	Customer Relationship Management
5	M20MB26M5	Services Marketing
6	M20MB27M6	International Marketing
FINANCE ELECTIVES		
S.No.	COURSE CODE	FINANCE
1	M20MB18F1	Security Analysis and Portfolio Management
2	M20MB19F2	Financial Institutions, Markets and Services
3	M20MB20F3	International Financial management
4	M20MB25F4	Financial Derivatives
5	M20MB26F5	Strategic Investment and Financing Decisions
6	M20MB27F6	Corporate Taxation and planning
HR ELECTIVES		
S.No.	COURSE CODE	HUMAN RESOURCE
1	M20MB18H1	Leadership and Change Management
2	M20MB19H2	Management of Industrial Relations
3	M20MB20H3	Compensation Management
4	M20MB25H4	International HRM
5	M20MB26H5	Performance Management Systems
6	M20MB27H6	Strategic HRM
EP ELECTIVES		
S.No.	COURSE CODE	ENTREPRENEURSHIP
1	M20MB18E1	Global Entrepreneurship
2	M20MB19E2	MSME Management
3	M20MB20E3	Women Entrepreneurship
4	M20MB25E4	Entrepreneurial Finance
5	M20MB26E5	Entrepreneurial Marketing
6	M20MB27E6	Creativity Innovation and Entrepreneurship

VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS
(M20MB01) BUSINESS ENVIRONMENT
CORE COURSE

MBA: I-Semester

L/T/P/C
4/0/0/4**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)

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB02) MANAGERIAL ECONOMICS
CORE COURSE**

MBA:I-Semester

**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)

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB03) MANAGEMENT AND ORGANISATIONAL BEHAVIOUR
CORE COURSE**

MBA: I-Semester

L/T/P/C

4/0/0/4

Course Objective: To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.

Course outcomes: Students will be able to understand a) Evolution of Management and contribution of Management thinkers b) the relevance of environmental scanning, planning and to take decisions, c) Organizing and controlling d) Individual and group Behavior e) Leadership and Motivation.

UNIT- I:

Introduction to Management: The Management Process, Management Functions, kinds of managers, Managerial roles and skills. Evolution of Management -Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.

UNIT-II:

Planning and Decision Making: Planning and goal setting – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment. Decision making process, types of decisions, decision making styles, Vroom's Participative decision making model.

UNIT-III:

Organizing and Controlling: Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary organizational design and its challenges.

Controlling: The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

UNIT-IV:

Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness.

UNIT-V:

Leadership and Motivation: Leadership traits, Leadership styles, Leadership theories, Power and Politics.

Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.

TEXTBOOKS:.

1. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
2. Afsaneh Nahavandi, Robert B.Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 2015.
3. Laurie J. Mullins, Management, and Organizational Behaviour, Pearson Publications, 9e.
4. Stephen P. Robbins, Timothy A.Judge, Neharika Vohra, Organizational Behaviour, Pearson, 16 e, 2017.
5. Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill, 2011.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS****(M20MB04) ACCOUNTING FOR MANAGEMENT
CORE COURSE****MBA: I-Semester****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.

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.

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

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 Funds flow statement.

Text Book:

1. 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, NewDelhi, 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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS****(M20MB05) STATISTICS FOR MANAGEMENT
CORE COURSE****MBA: I-Semester****L/T/P/C
4/0/04**

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:

- a) 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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS****(M20MB06) BUSINESS COMMUNICATION
CORE COURSE****MBA: I-Semester****L/T/P/C****4/0/0/4**

Course Objective: To understand the importance of oral and written communication and its applications in Business.

Course Outcome: Students will be able to understand a) the importance of Communication in Business b) to develop writing skills and presentation c) writing business proposals and letters d) application of business communication in the self development process.

UNIT - I:

Introduction: Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.

UNIT - II:

Developing Business Writing Skills: Importance of Writing Business Communication, Process of Writing, Process of Revision, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Business Memos.

UNIT - III:

Business Reports and Proposals: Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal.

UNIT - IV:

Oral and Employment Communication: The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding Yourself , Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview, Practicing Business etiquettes.

UNIT - V:

Contemporary Aspects in Communication: Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.

TEXTBOOKS:

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
3. Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

(M20MB07) INFORMATION TECHNOLOGY LAB

MBA: I-Semester

**L/T/P/C
0/0/4/3**

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

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB08) MARKETING MANAGEMENT
CORE COURSE**

MBA: II-Semester

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:

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

References for Cases:

1. Arun kumar & N. Meenakshi: Marketing Management, Vikas, 2012.
2. Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.
3. 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

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB09) HUMAN RESOURCE MANAGEMENT
CORE COURSE**

MBA: II-Semester

L /T/P/C
4 /0/0/4

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, 2nd 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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS****(18MBA10) FINANCIAL MANAGEMENT
CORE COURSE****MBA: II-Semester****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”, 6th Edition, TMH, 2012.
2. IM Pandey, Financial Management, 10th 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”, 8th 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

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**CORE COURSE
(M20MB11) BUSINESS RESEARCH METHODS**

MBA: II-Semester

L/T/P/C
4/0/0 /4

Course Objective: To understand the basic research methodology and apply the tools for interpretation of quantitative and qualitative data.

Course Outcome: Students will be able to understand a) Basics of Research Methodology and Research Design b) Data Collection methods and the tools for analysis and interpretation c) Importance of presentation of data analysis and report writing including referencing style.

UNIT- I:

Introduction to Research - Types of Research, Research process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement- Ethics in business research.

UNIT- II:

Research design - Research Problem- purpose of Research design, Types of Research Design- Experimental research design, Research Design for cross sectional, longitudinal studies, Research design for action research – Characteristics of the good research design.

Data Collection Methods & Tools: Types of Data, Sources and Instruments for data, Guidelines for questionnaire, Sampling and its application.

UNIT- III:

Univariate and Bivariate techniques for data Analysis: Tabulation and Diagrammatic representation of data, Cumulative frequency table, Descriptive statistics, Measures of Central Tendencies, Dispersion, Skewness and Kurtosis. Cross tables, scatter plot, Correlation, Bi variate regression.

UNIT – IV:

Multivariate techniques for data analysis: Multiple regression analysis, Discriminant analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modeling, Cluster Analysis and Conjoint Analysis.

UNIT- V:

Report writing and Presentation of Results: Introduction, Importance of Report writing, Types of Research Reports, Report Preparation and presentation, Report structure, Report formulation, Guides for effective documentation, Research Briefings. Referencing styles and citation in Business Management Research.

Ethics in business research.

TEXTBOOKS:

1. Jon C Carr , Atanu Adhikari, Mitch Griffin , Barry J. Babin, Business Research Methods Cengage Learning, 2012.
2. Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.
3. S. Sreejesh, Sanjay Mohapatra, Anusree, Business Research Methods: An Applied Orientation, Springer International Publishing, 2014.
4. Donald R Cooper , Pamela S. Schindler, Business Research Methods Tata McGraw Hill, 2013.
5. Deepak Chawla, Neena Sondhi, Research Methodology concepts and cases, Vikas Publications, 2e2016.

VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS
(M20MB12) QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS
CORE COURSE

MBA: II-Semester

L/T/P/C
4/0/0/4

Course Objective: To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Course Outcome: Students will be able to understand a) The course covers origin and application of OR, b) Linear Programming Method, c) Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

UNIT - I:

Introduction to Operations Research : Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, 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, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Extreme point method, simplex 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, Vogels approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand , Degeneracy and its 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 uncertainty, under risk, under perfect information, decision tree, construction of decision tree.

Network Analysis – Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing.

UNIT - V:

Queuing Theory: Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Game theory, Saddle point, Value of the Game.

Suggested Readings:

- S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008. R. Pannerselvam, Operations Research, Prentice Hall International , 3e, 2012
- J. K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
- Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
- Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013. Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand , 2012.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB13) COST AND MANAGEMENT ACCOUNTING
OPEN ELECTIVE**

MBA: II-Semester**L/T/P/C****4 /0/0/3**

Course Aim: To develop the students understanding of management and cost accounting principles and techniques and their application to various decision making situations. Emphasis is on developing the students analytical and critical abilities

Learning Outcome: To distinguish between Management Accounting and Cost Accounting. To understand the detailed cost concepts, cost structure and elements of costs of manufacturing and service organizations which have been facing dramatic changes in their business environment. To identify and describe the elements involved in decision making, planning and control. To identify and describe the future of Management Accounting System.

UNIT-I

Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting - Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing and Life Cycle Costing.

UNIT-II

Costing for specific industries: Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production. Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price.

UNIT-III

Make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even-analysis: Application of BEP for various business problems. Inter-firm comparison: Need for inter-firm comparison, types of comparisons, advantages.

UNIT-IV

Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Master budget, Performance budgets, material Vs. purchase budgets, Zero Based Budgeting. An introduction to cost audit and management audit.

UNIT-V

Standard Costing: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing analysis of variance, material variance, labour variance, Sales and Profit variance. Case Studies.

Text Book:

S.P.Jain and K.L.Narang: Cost and Management Accounting, Kalyani, 2012.

Journals : Chartered Accountant; Finance India ; Human Capital; Management Accountant;
Journal of Accounting & Finance .

References:

1. Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications
2012 MN Arora: Cost Accounting, Vikas, 2012.
2. Collin Drury: *Management and Cost Accounting*, Cengage, 2012
3. Ravi.M.Kishore: *Management and Cost Accounting*, Taxmann publications, 2012.
4. M.E. Thukaram Rao, *Management and Cost Accounting, New Age International Publishers”*

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

(M20MB14) SOFT SKILLS LAB

MBA: II-Semester

L/T/P/C

0 / 0/ 4/3

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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB15) STRATEGIC MANAGEMENT
CORE COURSE**

MBA: III-Semester

L/T/P/C

4 /0/0/4

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

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB16) ENTREPRENEURSHIP
CORE COURSE**

MBA: III-Semester

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

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.Frenando: 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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB17A) INTELLECTUAL PROPERTY RIGHTS
OPEN ELECTIVE**

MBA: III-Semester

**L/T/P/C
4/0/0/3**

Course Objectives

In the interest of the national economic growth the innovations and improvements are to be owned and used for the production and distribution process. The students of technology will be benefited by knowing the process of obtaining recognition of their innovations. This course will enable them to know the legal process of registering the innovations.

Learning Outcome

The students get the knowledge about Intellectual Property, trademarks and copy rights. They also know the rules and regulations related to copy rights. The student will understand the new development in different areas of Intellectual property, trade and copy rights.

UNIT-I

Introduction to Intellectual property: Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.

UNIT-II

Trade Marks: Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting, and evaluating trade mark, trade mark registration processes.

UNIT-III

Law of copy rights : Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law. Law of patents: Foundation of patent law, patent searching process, ownership rights, and transfer.

UNIT-IV

Trade Secrets: Trade secrete law, determination of trade secrete status, liability for misappropriations of trade secrets, protection for submission, trade secrete litigation. Unfair competition: Misappropriation right of publicity, false advertising.

UNIT-V

New development of intellectual property: new developments in trade mark law; copy right law, patent law, intellectual property audits. International overview on intellectual property, international – trade mark law, copy right law, international patent law, and international development in trade secrets law.

Text Books & References:

- Intellectual property right, Deborah. E. Bouchoux, Cengage learning.
- Intellectual property right – Unleashing the knowledge economy, prabuddha ganguli, Tata Mc Graw Hill Publishing company ltd.,

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB17B) STRESS MANAGEMENT
OPEN ELECTIVE**

MBA: III-Semester

**L/T/P/C
4/0/0/3**

Course Objective:

- To know about the stress.
- To provide the knowledge about stress factors.
- To understand the crisis management and its impact on human life.

Learning Outcomes:

To improve creative development and decision making skills. It gives an understanding about stress. The student is able to learn stress, reasons and their impact on behavior. It helps in overcoming stress. It helps in developing personality towards effective decision making.

UNIT I

Understanding Stress: Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

UNIT II

Common Stress Factors Time & Career Plateauing: Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say 'No'.

UNIT III

Crisis Management: Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV

Work Place Humour: Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V

Self Development: Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

References:

1. Cooper, Managing Stress, Sage, 2011
2. Waltschafer, Stress Management, Cengage Learning, 4th Edition 2009.
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
6. Bartlett. Stress – Perspectives & Process. Tata McGraw Hill. 2

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB17C) DATA ANALYTICS
OPEN ELECTIVE**

MBA: III-Semester

**L/T/P/C
4/0/0/3**

Course Objective: To understand the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.

Learning Outcome: Students will be able to understand a) Importance of Analytics b) Understanding the analytical tools c) Application of Analytical tools to solve business problems.

UNIT - I

Introduction to Data Analytics: Introduction to Data- Importance of Analytics- Data for Business Analytics –Big Data - Business Analytics in Practice. Data Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, Exploring data using pivot tables.

UNIT - II

Descriptive Statistical Measures – Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association. Probability distribution and Data Modeling – Discrete Probability distribution, Continuous Probability distribution, Random sampling from Probability Distribution, Data Modeling and Distribution fitting.

UNIT - III

Predictive Analytics: Karl Pearson Correlation Techniques - Multiple Correlation-Spearman's Rank correlation-Simple and Multiple regression-Regression by the method of least squares – Building good regression models – Regression with categorical independent variables - - Linear Discriminant Analysis-One way and Two Way ANOVA

UNIT - IV

Data Mining : Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning – cluster analysis, Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.

UNIT - V

Simulation: Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

Suggested Readings:

1. James Evans, Business Analytics, 2e, Pearson, 2017.
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
3. Thomas Eri, Wajid Khattack & Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
4. Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
5. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB17D) TOURISM AND HOSPITALITY MANAGEMENT
OPEN ELECTIVE**

MBA: III-Semester

L/T/P/C
4/0/0/3**Course Objectives**

To prepare the learners with knowledge and skills essential know what is tourism, its types and the Nations contribution to the industry

Learning Outcome

The learners will have a complete idea about the different concepts, trends and strategies and more used in this industry.

UNIT-I

Introduction: Tourism - Definitions and Concepts – Components of tourism, Geographic components of tourism - Types of Tourists, Visitor, Traveler, and Excursionist – Differentiation Tourism, recreation and leisure, their inter-relationships – Tourism organization / Institutions –Role and functions of International agencies in Hospitality industry.

UNIT-II

Tourism Management: Tourism infrastructure- Tourism organizations-Travel motivators-Leisure or holiday Tourism-Visiting friends and Relatives (VFR)- Cultural Tourism-Adventure Tourism-Sports Tourism-Religious Tourism-Business Tourism-Medical Tourism-Alternative Forms of tourism-Tourism Products and types.

UNIT-III

Introduction to Hospitality Industry: The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism – Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism – Factors Affecting Hospitality and Tourism Industry – Employment Opportunities in Hospitality.

UNIT-IV

Hospitality and Its Related Sectors: Theme Parks – Conventions – Cruising – Special events – recreation and leisure – Tourism and Hospitality in 21st century – Global gaming and Casino operations – Recent trends.

UNIT-V

Eco Tourism: Evolution, Principles, Trends and Functions of Ecotourism-Themes - Eco-tel and Eco resorts - Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints -Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts –Western and Eastern Views of Ecotourism

TEXT BOOKS

1. Foster Dennis L., The Business Of Travel Agency Operations and Administration (1993)
Macmillan/ McGraw, Singapore

2. Tourism Operations and Management, Sunetra Roday, Archana Biwal & Vandana Joshi, Oxford University Press

REFERENCES

1. Tourism principles and practices, Sampad Kumar Swain & Jitendra Mohan Mishra, Oxford University Press

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS
(M20MB17E) INDIAN CONSTITUTION
OPEN ELECTIVE**

MBA: III-Semester**L/T/P/C
4/0/0/3****Course objectives:**

1. To introduce the concepts and features Indian constitution.
2. To identify the core values reflected in Preamble of the Constitution.
3. To examine the nature of the Indian federal system and the parliamentary form of government.

Learning outcome:

Students are able to understand the rights and duties of a citizen. This subject elevates the knowledge of student regarding the government and administration and also know the roles and powers of members of both the houses in the central and states. It also provides the knowledge about local administration with respect to municipalities and ZPs. It also gives the knowledge about election commission.

UNIT-I

Introduction to Constitution: meaning of the term, Indian Constitution: Sources and constitutional history, Features: Citizenship, Preamble, Fundamental Rights and Duties, Directive Principles of State Policy.

UNIT-II

Union Government and its Administration Structure of the Indian Union: Federalism, Centre-State relationship, President: Role, power and position, PM and Council of ministers, Cabinet and Central Secretariat, Lok Sabha, Rajya Sabha

UNIT-III

State Government and its Administration Governor: Role and Position, CM and Council of ministers, State Secretariat: Organisation, Structure and Functions

UNIT -IV

Local Administration District's Administration head: Role and Importance, Municipalities: Introduction, Mayor and role of Elected Representative, CEO of Municipal Corporation, Pachayatiraj: Introduction, PRI: Zilla parishadh, Elected officials and their roles, CEO Zila parishadh: Position and role, Block level: Organizational Hierarchy (Different departments) village level: Role of Elected and Appointed officials, Importance of grass root democracy

UNIT- V

Election Commission: Role and Functioning, Chief Election Commissioner and Election Commissioners, State Election Commission: Role and Functioning, Institute and bodies for the welfare of SC/ST/OBC and women.

Text Books:

1. Durga Das Basu, Introduction to the constitution of India, Lexis, 2013
2. Granville Aurtin: The Indian Constitutio, Oxford university Press ,1999

3. R.Sudarshan, Zoya Hasan et al, India's Living constitution; Ideas, Practices, Controversies, Anthem 2005.

References:

1. Indian Polity' by Laxmikanth
2. Indian Administration' by Subhash Kashyap
3. 'Indian Administration' by Avasti and Avasti

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB17F) DATA MINING AND DATA WAREHOUSING
OPEN ELECTIVE**

MBA: III-Semester

L/T/P/C
4/0/0/3**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.

UNIT - III : 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 -IV : 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 - V : Classification and Prediction

Issues regarding classification and Prediction - Classification by decision tree induction- Bayesian classification - Rule Based classification.

Suggested readings :

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.
3. Tan - Data mining, Pearson Education.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

(M20MB21) INTERNSHIP AND SEMINAR

MBA: III-Semester

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

Course Objective: To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding Organizational dynamics.

Learning Outcomes: Students will be able to understand a) Management functions and Organizational structure b) organizational dynamics in terms of organizational behaviour, culture, climate c) Functional domain knowledge d) Processes and systems d) External and internal environment impact on the organization.

Each Student has to undergo summer internship, field work undertaking after second semester /summer. The students have to submit a brief report on the observations/ views on the field work/undertaking wise in the III semester present in the seminar. It carries 100 marks and 2 credits and 40 marks for their day to day performance and 60 Marks for seminar.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB22) BUSINESS LAWS AND ETHICS
CORE COURSE**

MBA: IV-Semester

L/T/P/C

4 /0/0 /4

Course Objective: To understand the Legal and Regulatory Framework for doing business in India.

Course Outcome: Students will be able to understand a) Business Laws related to incorporating a company b) Importance of Ethics in Business c) Cyber Crime and Legal Aspects.

UNIT – I:

Companies Act, 2013: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, 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. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

UNIT – III:

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. Introduction to Goods and Services Tax (GST).

UNIT – IV:

Business Ethics: The Changing Environment: Business Ethics-why does it matter? ; Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and trained? stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics.

UNIT – V:

Cyber Crime: The Legal Landscape - Need for cyber laws in the Indian context - The Indian IT Act-challenges to Indian Law and cyber crime scenario in Indian – issues and Challenges in Cyber Crime.

TEXTBOOKS:

1. Ravinder Kumar, Legal Aspects of Business, 4e,Cengage Learning, 2016.
2. P.P.S.Gogna, Company Law, S.Chand, 2016.
3. RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand, 2016.
4. Akhileshwar Pathak , Legal Aspects of Business, Tata McGraw Hill, 3e, 2011.
5. Nina Godbole & Sunit Belapure, Cyber Security, Wiley India, 2012.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

CORE COURSE

(M20MB23) PRODUCTION AND OPERATIONS MANAGEMENT

MBA: IV-Semester

L/T/P/C

4 /0/0 /4

Course Objective: To understand the concepts of production and operations management in an organization and analytical methods.

Course Outcome: Students will be able to understand a) Concepts of Operations management, b) Product & process design, analysis, c) Plant location and layout, d) Scheduling and Material Management.

UNIT - I: Introduction to Operations Management: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing.

UNIT - II: Product Design and Analysis: New product development -its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design - Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis/Value Engineering –Value Analysis application, Value Engineering Procedure, Advantages and Application Areas. Ergonomic considerations in Product Design. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization.

UNIT- III: Plant Location & Plant Layout: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems – Model for Multi facility Location Problem, Model to Determine X- Coordinates of New Facilities, Model to Determine Y-Coordinate, **Plant Layout** - Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages, and limitations of Group Technology Layout, Layout Design Procedures.

UNIT - IV: Scheduling: Introduction, Johnson’s Algorithm, Extension of Johnson’s rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality control concepts

UNIT - V: Materials Management: Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model– Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

Suggested Readings:

1. Panneerselvam, Production and Operations Management, PHI, 2012.
2. K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012
3. Jay Heizer, Barry Render, Operations Management, 11e, 2016.
4. K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011 Ajay K. Garg, Production and Operations Management, TMH, 2012
5. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
6. Danny Samson “Operations Management: Integrated Approach” Cambridge, 2012.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB24A) ARTIFICIAL INTELLIGENCE
OPEN ELECTIVE**

MBA: IV-Semester

L/T/P/C

4 /0/0 /3

UNIT - I : AI Roots and Scope

History of applications from Eden to ENIAC: Attitudes towards intelligence knowledge, and Human Artifice, Overview of AI Application areas. **Artificial Intelligence as Representation and Search** : Introduction, The propositional Calculus, The predicate calculus, Using co Rules to produce predicate calculus Expressions, Applications: A Logic Based Financial Advisor.

UNIT - II : Structural and Strategies

Structures and Strategies for state space search : Introduction, Graph Theory- Strategies for state space search, Using the state space to represent. Reasoning with the predicate Calculus.

UNIT - III : Heuristic Search

Introduction, An algorithm for Heuristic search, admissibility, Monotonicity and Informedness, using Heuristics in Games, Complexity issues.

UNIT - IV : Representation and Intelligence

The AI Challenge knowledge representation: Issues in knowledge representation- A brief History of AI representational schemes- conceptual Graphs: A Network Language-Alternatives to Explicitly Representation- Agent based Distributed Problem, solvin Strong Method Problem Solving: Introduction, Overview of Experts systems - Technology - Rule-Based Expert systems - Model, Case based and Hybrid systems, Planning.

UNIT - V : Reasoning in Uncertain Situations

Introduction - Logic - Based Adductive Inference - Abduction - Alternatives to Logic- The Stochastic Approach to Uncertainty.

Suggested Readings:

1. George Fluge, Artificial Intelligence, Pearson Education,5th Edition 2008.
2. Elaine Rich Kevin Knight, Artificial Intelligence, Tata McGraw Hill, New Delhi, 2007

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB24B) HEALTHCARE MANAGEMENT
OPEN ELECTIVE**

MBA: IV-Semester

L/T/P/C

4 /0/0 /3

Course Objectives

- The know the knowledge about Healthcare Management.
- To get the awareness about the health policy.
- To aware about the different health programmes initiated by the government.
- To know the knowledge of International health care perspectives.
- To get the knowledge about the new trends in healthcare sector.

Learning Outcome

- The student know the importance of Healthcare Management.
- The students aware about the initiations of government in healthcare.
- They get the knowledge of International healthcare programmes.
- The student is able to learn different new initiatives in the healthcare sector.

UNIT- I.

Healthcare in India: Nature and Scope of Management, Functions of Healthcare Management. Overview of Healthcare in India, Role of central Government, Public Private Partnership in Healthcare Sector.

UNIT- II.

Health Administration and Planning: Health Programmes and five year Plans, National Health Policy 2002.

UNIT- III.

National Health Programmers in India: Revised National Tuberculosis Control Programme, National AIDS Control Programme, National Programme for Control of Blindness, Universal Immunization Programme, National Rural Health Mission.

UNIT- IV.

International Perspectives on Healthcare: World Health Organization, Community Health Organization United Nations Children's Fund (UNICEF), Medical Tourism in India.

UNIT- V.

E-Health and future trends in health care: functions and use of internet in healthcare, trends in health insurance health sector reforms.

Recommended Texts

- S. K. Srivastava Healthcare Management in India (New Century Publications)
- B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
- S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi)
- Healthcare Management by S.K.Sarangi, Himalaya Publishing House PVT.LTD.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB24C) DISASTER MANAGEMENT
OPEN ELECTIVE**

MBA: IV-Semester

**L/T/P/C
4 /0/0 /3**

Course Objectives:

- It introduces students about Environmental hazards and disasters.
- To know about different types of natural hazards that damages the environment.
- To get the awareness about various “infrequent events.
- To give the knowledge about the emerging approaches in disaster management.

Learning Outcome:

- By studying this subject the student is able to understand the environmental hazards and disaster.
- The students will understand different types of hazards that causes harm to environment.
- This will generates a proper knowledge about the disasters and their impact on the environment.

UNIT- I:

Environmental Hazards & Disasters: Meaning of Environmental hazards, Environmental Disasters and Environmental stress. Concept of Environmental Hazards, Environmental stress & Environmental Disasters. Different approaches & relation with human Ecology - Landscape Approach - Ecosystem Approach - Perception approach - Human ecology & its application in geographical reserches.

UNIT-II:

Types of Environmental hazards & Disasters: Natural hazards and Disasters - Man induced hazards & Disasters - Natural Hazards - Planetary Hazards / Disasters - Extra Planetary Hazards / disasters - Planetary Hazards - Endogenous Hazards - Exogenous Hazards

UNIT-III:

Endogenous Hazards - Volcanic eruption - Earthquakes - landslides - Volcanic Hazards / Disasters - Causes and distribution of Volcanoes - Hazardous effects of volcanic eruptions - Environmental impacts of volcanic eruptions - Earthquake Hazards / disasters - Causes of Earthquakes - Distribution of earthquakes - Hazardous effects of - earthquakes - Earthquake Hazards in India - Human adjustment, perception & mitigation of earthquake.

UNIT-IV:

Exogenous hazards / disasters - Infrequent events - Cumulative atmospheric hazards / disasters

Infrequent events: Cyclones - Lightning - Hailstorms

Cyclones: Tropical cyclones & Local storms - Destruction by tropical cyclones & local storms (causes, distribution human adjustment, perception & mitigation) Cumulative atmospheric hazards/ disasters :- Floods - Droughts - Cold waves - Heat waves Floods :- Causes of floods - Flood hazards India - Flood control measures (Human adjustment, perception & mitigation) Droughts :- Impacts of droughts - Drought hazards in India - Drought control measures - Extra Planetary Hazards / Disasters - man induced Hazards / Disasters - Physical hazards / Disasters - Soil erosion

Soil Erosion: Mechanics & forms of Soil Erosion - Factors & causes of Soil Erosion - Conservation measures of Soil Erosion.

Chemical hazards / disasters: Release of toxic chemicals, nuclear explosion - Sedimentation processes Sedimentation processes :- Global Sedimentation problems - Regional Sedimentation problems - Sedimentation & Environmental problems - Corrective measures of Erosion & Sedimentation

Biological hazards / disasters: Population Explosion.

UNIT - V:

Emerging approaches in Disaster Management - Three stages

1. Pre-disaster Stage (preparedness)
2. Emergency Stage
3. Post Disaster stage – Rehabilitation

TEXT BOOKS:

1. Disaster Mitigation: Experiences And Reflections by Pradeep Sahni
2. Natural Hazards & Disasters by Donald Hyndman & David Hyndman - Cengage Learning

REFERENCES:

1. R. B. Singh (Ed) Environmental Geography, Heritage Publishers New Delhi, 1990
2. Savinder Singh Environmental Geography, Prayag Pustak Bhawan 1997
3. Kates, B. I & White, G. F The Environment as Hazards, oxford, New York, 1978
4. R. B. Singh (Ed) Disaster Management, Rawat Publication, New Delhi, 2000
5. H. K. Gupta (Ed) Disaster Management, Universities Press, India, 2003
6. R. B. Singh, Space Technology for Disaster Mitigation in India (INCED), University of Tokyo, 1994
7. Dr. Satender, Disaster Management in Hills, Concept Publishing Co., New Delhi, 2003
8. A. S. Arya Action Plan For Earthquake, Disaster, Mitigation in V. K. Sharma (Ed) Disaster Management IIPA Publication New Delhi, 1994
9. R. K. Bhandani An overview on Natural & Man made Disaster & their Reduction, CSIR, New Delhi
10. M. C. Gupta Manuals on Natural Disaster Management in india, National Centre for Disaster Management, IIPA, New Delhi, 2001.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB24D) AGRI-BUSINESS MANAGEMENT
OPEN ELECTIVE**

MBA: IV-Semester

L/T/P/C
4 /0/0 /3

Course Objectives:

The main aim of this paper is to make the students to understand significance of agri-business in the context of Indian economy. The unique features of agri-business will help the managers to evolve specific strategies of business.

Learning Outcomes:

After completing the Course the student will be able to:

1. Understand the critical aspects of Indian agriculture.
2. Know the special features of agricultural marketing.
3. Understand the availability and quality of agricultural inputs.
4. Ascertain the importance transport of agricultural outputs.

UNIT-1

Role of Agriculture in the Economic Development: Contribution of agriculture to national income – Contribution of employment, foreign exchange, capital formation and to the development of industry. Wealth creation and increase in the purchasing power of the entire population. – Comparison of traditional and modern practices of agriculture.

UNIT- 2

Infrastructure for the Development of Agriculture: Importance of power and causes of interruptions – Transport facilities - Different types of Vehicles required for transportation of the agricultural commodities. Type of warehouses available and the capacity building. – Role of Government in the development of agricultural infrastructure in India.

UNIT-3

Marketing of Agricultural Produce: Significance of marketing of agricultural produce – Agencies through which agricultural produce is marketed – Defects of agricultural marketing – Cooperative Marketing of agricultural produce – benefits and defects.

UNIT-4

Agricultural Prices and Price Policy: Objectives of pricing of agricultural products- Seasonal fluctuations- Impact of fluctuations in agricultural prices –Case for price stabilization – Govt. policy with regard to agricultural prices- Minimum support price (MSP) – Input prices – Quality of inputs and their impact on prices-

UNIT- 5

Agricultural Markets in India: Organized and unorganized marketing of agricultural produce – Difference between them-Agricultural Regulated Markets – Functions of AM Committees – Duties and Responsibilities of marketing functionaries- Problems in Agricultural Regulated Markets.

Text Books:

1. B. P. Tyagi; Agricultural Economics and Rural Development, Jaya Prakash Nath & Co., Meerut, 2005.
2. Shakthi Ranjan Panigrahy, Sanjiv Kumar, et al., Objectives of Agribusiness Management, Competition Tutor 2nd. Edition.

Reference Books:

1. National Planning Commission; First and Second Five Year Plans; 1953 and 1958
2. Govt. of India.; The Report of National Agricultural Commission.
Otto Schiller, Cooperative Farming and Individual Farming on Cooperative Lines.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB24E) RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS)
OPEN ELECTIVE**

MBA: IV-Semester

L/T/P/C

4 /0/0 /3

UNIT-I: Introduction

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 diagram to normalized tables - data dictionary.

UNIT - III : Queries and sub queries.

Data queries - Basics - Computation - Group by multiple tables - Sub queries - Joins - 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 field, group settings modifying report settings, previewing a report running a report, SQL LOADER, Database Administrator

Suggested readings:

1. James Perra 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 Me Graw Hill.
4. McFadden: Database Management System, Addison Wesley.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB24F) SUSTAINABILITY MANAGEMENT
OPEN ELECTIVE**

MBA: IV-Semester

L/T/P/C

4 /0/0 /3

Course Objective: To understand the environmental, social and economic dimensions of sustainability and the principles evolved through landmark events so as to develop an action mindset for sustainable development.

Course Outcome: A student completing the course is expected to develop a fair understanding of the social, economic and ecological linkage of human production and consumption. Learn to integrate the Rio principles of Sustainable development in decision making and Contribute towards Green Economy.

UNIT-1

Principles of Sustainable Development: History and emergence of the concept of Sustainable Development – Definitions – Environmental issues and crisis – Resource degradation – green house gases – desertification – social insecurity – Industrialization – Globalization and Environment.

UNIT-2

Principles and Frame Work of Sustainable Development: History and emergence of the concept of sustainable development - Our Common Future - Indians Judiciary System & Sustainable Development: Judicial System in India – Induction of sustainability concepts through legal systems – concepts – principles – doctrines – case laws Role of Civil Society, Business and Government.

UNIT-3

Sustainable Lively Hood: The Unjust World and inequities - Quality of Life - Poverty, Population and Pollution – Combating Poverty -Millennium Development Goals, Indicators, Targets, Status and intervention areas - Demographic dynamics of sustainability - Strategies to end Rural and Urban Poverty and Hunger – Sustainable Livelihood Framework- Health, Education and Empowerment of Women, Children, Youth, Indigenous People, Non-Governmental Organizations, Local Authorities and Industry for Prevention, Precaution , Preservation and Public participation.

UNIT-4

Socio-economic Sustainable Development Systems: Protecting and Promoting Human Health – Investing in Natural Capital- Agriculture, Forests, Fisheries - Food security and nutrition and sustainable agriculture- Water and sanitation - Biodiversity conservation and Ecosystem integrity – Ecotourism - Urbanization and Sustainable Cities – Sustainable Habitats- Green Buildings - Sustainable Transportation – Sustainable Consumption and Production – Sustainable Mining - Sustainable Energy– Climate Change – Mitigation and Adaptation - Safeguarding Marine Resources - Financial Resources and Mechanisms.

UNIT-5

Agenda for Future Global Sustainable Development: Nature of sustainable development strategies and current practice- Sustainability in global, regional and national context – Rio Plus 20 - Approaches to measuring and analyzing sustainability– limitations of GDP- Ecological Footprint- Human Development Index- Human Development Report – National initiatives for Sustainable Development -Hurdles to Sustainability - Operational guidelines -- Science and Technology for sustainable development –Performance indicators of sustainability and Assessment mechanism –

Inclusive Green Growth and Green Economy – National Sustainable Development Strategy Planning – Governance - Science and Technology- Sustainability Education.

References:

1. Kirkby, J., O' Keefe, P. and Timberlake, Sustainable Development, Earthscan Publication, London, 1996.
2. Mackenthun, K.M., Basic Concepts in Environmental Management, Lewis Publication, London, 1998.
3. Bowers, J., Sustainability and Environmental Economics – an alternative text, Longman, London, 1997.
4. Karel Mulder, Sustainable Development for Engineers - A Handbook and Resource Guide, Green Leaf Publishing, 2006.
5. MoEF “ Sustainable Development in India –stocktaking in the Run up to Rio plus 20”, Ministry of Environment and Forests, Government of India, New Delhi. 2012,
6. UNEP, , Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication, www.unep.org/greeneconomy, ISBN: 978-92-807-3143-9, 2011

World Bank “Inclusive Green Growth – The pathway to Sustainable development, World Bank- Washington DC, 2012

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

(M20MB28) COMPREHENSIVE SUBJECT VIVA-VOCE

MBA: IV-Semester

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

Course Objective: The course objective is to strengthen the student's conceptual knowledge in all the subjects in Ist Year and II year.

Learning Outcome: After reading the text books students will enhance the knowledge in all the subjects of Ist and II year.

Comprehensive Viva-Voce -The performance of the candidate at the end of the course shall be evaluated for a maximum of 100 marks and it carries 2 credits. The internal evaluation shall be for a maximum of 40 marks on the basis of day-to-day performance by two internal faculty members nominated by the Head of the Department and subjects viva-voce on I and II year subjects 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 subjects viva-voce to be declared successful. Comprehensive subjects viva-voce examination will be conducted by an external examiner and one internal faculty member.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

(M20MB29) MAIN PROJECT REPORT AND VIVA VOCE

MBA: IV-Semester

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

The marks for viva voce shall be 40 and for project report evaluation 60 marks and total credits for project report and viva voce are 4 credits.

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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB18M1) CONSUMER BEHAVIOR
(MARKETING ELECTIVE)**

MBA: III-Semester

L/T/P/C

4/0/0/3

Course Objective: To understand marketing decisions keeping in mind the consumer behaviour.

Course outcome: Student should be able to a) understand consumer behaviour b) environmental influences on consumer behavior c) perception and attitude of consumers d) consumer decision making e) marketing ethics towards consumers.

UNIT - I:

Understanding Consumer Behaviour: Defining consumer behaviour, need for Consumer Behaviour, Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

UNIT - II:

Environmental Influences on Consumer behaviour: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

UNIT - III:

Consumer as an Individual: Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

UNIT - IV:

Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

UNIT - V:

Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

Suggested Readings:

1. David I. Loudon and Albert J.Della Bitta, 4e, TMH, 2011.
2. Leon G. Schiffman, Leslie lazer Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
3. Satish Batra, SHH kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.
4. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012. S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
5. Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 2015.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB19M2) SALES AND DISTRIBUTION MANAGEMENT
(MARKETING ELECTIVE)**

MBA: III-Semester

L/T/P/C
4/0/0/3

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 Havaldar, Vasnt M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.

Suggested Readings:

1. Louis W. Stern and Ansar – Marketing Channels, Prentice 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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB20M3) SUPPLY CHAIN MANAGEMENT
(MARKETING ELECTIVE)**

MBA: III-Semester

L/T/P/C

4 /0/0 / 3

Unit - I: Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- collaboration, demand flow, Customer Service, Technology integration, Problems of complexity confronting SCs. ii. Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM

Unit - II: i. Logistics Management -Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics organization for effective Supply Chain Management, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics,. ii. Sourcing of material, Global sourcing–issues and Problems. e-Procurement, Group Purchasing, Supplier Relations, Supplier Partnerships,.. Inventory Management in Supply chain-Role and importance of inventory in SC

Unit - III: Transportation in SC, Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, modes of transport, Fleet Management, multi model transport, Vehicle Scheduling and routing, Milk run and cross docking. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems.

Unit - IV: Strategic Issues in Supply Chains-Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in–logistics, Handling systems, Equipment Warehousing, PPP environment, SC restructuring–issues, problems and benefits. ii. Bench marking - Issues and problems in Bench Marking, types of bench marking, methods of BM, Process of BM. iii. Lean Manufacturing, Agile Manufacturing, elements of lean manufacturing, Integration of lean manufacturing and SCM.

Unit - V: SC Network Design, Distribution network in SC, Channel design, factors influence design, options in distribution network, Role and importance of Distributors in SCM, SC integrationInternal and external, Role and importance and selection of Handling systems in SC integration.

Suggested Books:

1. Shah, J, “Supply Chain Management”, 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, “Principles of Supply Chain Management”, 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, “Essentials of Supply Chain Management”, 2009, 1st Ed. Jaico,
4. Chandrasekaran. N, “Supply Chain Management process, system and practice”, 2010, Oxford, 1st Ed.
5. Altekar, V. Rahul, “Supply Chain Management”, 2005, PHI.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB25M4) CUSTOMER RELATIONSHIP MANAGEMENT
(MARKETING ELECTIVE)**

MBA: IV-Semester

L/T/P/C
4/0/0 /3

Course Objective: To understand the importance of Customer Relationship Management in Business.

Course Outcome: Students will be able to understand a) need of CRM b) building customer relations c) CRM process d) CRM structures e) Planning and Implementation of CRM.

UNIT - I

Introduction to CRM: Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues & Problems

UNIT - II

Building Customer Relations: Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's -Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM.

UNIT - III

CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.

UNIT - IV

CRM Structures: Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – G-SPOT Model, KOEL's Model, WebQual Audit Model, ONYX Model - CRM road map for business applications.

UNIT - V

CRM Planning and Implementation: Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM –Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and advantages of e CRM, Functional Components of e CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Suggested Readings:

1. G. Shainesh, Jagdish, N.Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan 2005.
2. Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
3. Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books, 2011.
Zikmund, Customer Relationship Management, Wiley 2012.
4. Paul Greenberg, CRM at the speed of light, 4e, TMH, 2009.
5. Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd, 2008.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB26M5) SERVICES MARKETING
(MARKETING ELECTIVE)**

MBA: IV-Semester

L/T/P/C
4 /0/0/3

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 Services cape.

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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(MARKETING ELECTIVE)
(M20MB27M6) INTERNATIONAL MARKETING**

MBA: IV-Semester

L/T/P/C
4 /0/0 /3

Course Objective: To understand the Global Markets, formulation of Global Marketing Strategies and its Implementation.

Course Objective: Students will be to get deeper insight into a) the Global Marketing Management, b) Environment of global markets, c) Assessing Global Market Opportunities, d) Developing and Implementing Global Marketing Strategies.

UNIT – I:

Introduction to International Marketing: Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalisation – Reasons and Strategies.

UNIT – II:

Global Environmental Drivers: WTO and Globalization – Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

UNIT – III:

Global Customers: Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.

UNIT – IV:

Global Marketing: Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

UNIT – V:

Implementing Global marketing strategies: Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.

Suggested Readings:

1. Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
- Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, 2e, TMH, 2012
2. Philip R. Cateora John L Graham Prashant Salwan, International Marketing -13th edition, TMH-2011
3. Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010
- Rajagopal –International Marketing-2nd Edition –Vikas -2011
4. P.K.Vasudeva, international Marketing-4th edition-Excel Books-2012
5. Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition-Oxford-2011

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB18F1) SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(FINANCE ELECTIVE)**

MBA: III-Semester

L/T/P/C
4/0/0/3

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. Goef Z Mann : Modern Portfolio Theory and Investment Analysis. 2013.
7. Kevin, SAPM, PHI, 2011

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB19F2) FINANCIAL INSTITUTIONS, MARKETS AND SERVICES
(FINANCE ELECTIVE)**

MBA: III-Semester

L/T/P/C
4/0/0/3

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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB20F3) INTERNATIONAL FINANCIAL MANAGEMENT
(FINANCE ELECTIVE)**

MBA: III-Semester

**L/T/P/C
4/0/0/3**

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

**VAAGDEVI COLLEGE OF ENGINEERING
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**(M20MB25F4) FINANCIAL DERIVATIVES
(FINANCE ELECTIVE)**

MBA: IV-Semester

L/T/P/C

4/0/0/3

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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB26F5) STRATEGIC INVESTMENT AND FINANCING DECISIONS
(FINANCE ELECTIVE)**

MBA: IV-Semester

L/T/P/C
4/0/0/3

Course Objective: To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization.

Course Outcome: Students will be able to understand a) Investment Decisions in Risk and uncertainty b) Strategic investment decisions c) Investment Appraisal Techniques d) Financing Decisions

UNIT - I:

Investment decisions under conditions of Risk and uncertainty: Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects.

UNIT - II:

Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

UNIT - III:

Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

UNIT - IV:

Strategic Analysis of selected investment decisions: Lease Financing, Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

UNIT - V:

Financing Decisions: Mergers and Acquisitions - need, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

Suggested Readings:

1. Ravi M Kishore "Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012
3. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
4. I. M. Pandey: Financial Management, Vikas 2012.
5. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
6. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB27F6) CORPORATE TAXATION AND PLANNING
(FINANCE ELECTIVE)**

MBA: IV-Semester

**L/T/P/C
4/0/0/3**

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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB18H1) LEADERSHIP AND CHANGE MANAGEMENT
(HR ELECTIVE)**

MBA: III-Semester

L/T/P/C
4/0/0/3

Course Objective: To understand leadership traits, styles and theories to manage change in the organization.

Course Outcomes: Students will be able to understand a) Leadership, Role and function of a Leader b) Leadership theories and styles c) Organizational change concepts d) Perspectives of change e) Strategies for Managing change

UNIT - I:

Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

UNIT - II:

Leadership Theories and styles : Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

UNIT - III:

Organizational Change – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective - Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

UNIT - IV:

Organizations for Change: Organizational Structure, Models of Structure, Influences on structure, Organizational structure, and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

UNIT - V:

Strategies for Managing Change: Systematic approaches to Change, The hard systems model of change, Soft systems models of change – Organizational Development, The OD process, OD-an action –research based model of change, Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, The multiple paths to change. Developing Leadership Skills.

Suggested Readings:

1. Gary Yulk, Leadership in organizations, Pearson, 2012.
2. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
3. Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 2011.

4. Barbara Senior, Jocelyne Fleming, *Organizational Change*, 3e, Pearson publications, 2010
Mark Hughes, *Managing Change*, Universities Press, 2011.
5. Nic Beech and Robert Macintosh, *Managing Change*, Cambridge University Press, 2012.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB19H2) MANAGEMENT OF INDUSTRIAL RELATIONS
(HR ELECTIVE)**

MBA: III-Semester

**L/T/P/C
4/0/0/3**

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 13th 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. Punekar 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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB20H3) COMPENSATION MANAGEMENT
(HR ELECTIVE)**

MBA: III-Semester

L/T/P/C

4/0/0/3

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

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB25H4) INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(HR ELECTIVE)**

MBA: IV-Semester

L/T/P/C
4/0/0/3

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.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB26H5) PERFORMANCE MANAGEMENT SYSTEMS
(HR ELECTIVE)**

MBA: IV-Semester**L/T/P/C****4/0/0/3**

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

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB27F6) STRATEGIC HUMAN RESOURCE MANAGEMENT
(HR ELECTIVE)**

MBA: IV-Semester

L/T/P/C

4/0/0/3

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 Publissing 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

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB18E1) GLOBAL ENTREPRENEURSHIP
(EP ELECTIVE)**

MBA: III-Semester

L/T/P/C
4/0/0/3

Course Objectives

1. To provide students with the basic understanding of the process of conceiving, creating, and managing an entrepreneurial venture in the Global context;
2. To introduce students to different ways of going Global and business formats of new ventures in different countries;
3. To train students to identify both domestic and foreign business opportunities and provide them with firsthand experiences by introducing them to Global environment;
4. To support those students capable of launching Global new ventures as the direct result of their progress through the course;

UNIT - I

Theoretical backgrounds of entrepreneurship and Global entrepreneurship: The history of entrepreneurial theory. Summary of important definitional attributes. The fundamental issues of entrepreneurship. Characteristics of entrepreneurs. The entrepreneurial vision. The entrepreneurial process. Entrepreneurship as new venture creation and development. New venture ideas. Sources of venture opportunities. Recognizing and screening opportunities. Critical factors for starting a new venture. Global versus domestic entrepreneurship. Global opportunities and their identification.

UNIT –II

Dimensions of Global entrepreneurship: Why, Where, What and How to Globalize. Motivations and strategic effects of going global. The entrepreneurial environment. Controllable and uncontrollable forces. Main characteristics of economic, political, cultural, technological, physical, financial and legal business environment for entrepreneurs.

UNIT - III

Entry strategies of going Global: Developing a new product or service. Buying a franchise. Exploiting partial momentum from an existing product or service. Finding sponsorship. Acquiring a going concern. Advantages and disadvantages of different strategies of going Global. Making strategic decisions in a global context.

UNIT - IV

Developing a global business plan: structure and key elements: Opportunity identification and analysis. The opportunity evaluation process. Matching capabilities and opportunities. Sections of a feasibility plan. Reasons for writing a business plan. The What, Whether, and Why of the business plan. The executive summary. The company's identity. Analyzing the environmental situation and the market opportunity. Formulating a marketing strategy. The financial plan format. Pricing, budgeting and start-up costs. Money sources for the entrepreneur. Pitfalls of effective planning.

UNIT – V

Startup Capital Requirements and Legal Environment: Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

Recommended readings (compulsory):

1. Hisrich, R.D. International Entrepreneurship. Starting, Developing and Managing a Global Venture (2nd ed.) (2013). SAGE Publications Inc.
2. Timmons, J.A., Spinelli, s. New Venture Creation: Entrepreneurship for the 21st Century (6 ed.) (2004). McGraw-Hill/Irwin.

Recommended readings (additional):

1. Handbook of research on international entrepreneurship (2004).Cheltenham; Northampton Edward Elgar.
2. Samli, A. C. International Entrepreneurship. Innovative Solutions for a Fragile Planet (2009). Springer Science.
3. Bygrave, W.D., Zacharakis, A. The Portable MBA in Entrepreneurship (4th ed.) (2010). John Willey & Sons, Inc.
4. Fry, F.L. Entrepreneurship: A Planning Approach (1993). West Publishing Company.
5. McMullan, W.E., Long, W.A. Developing New Ventures. The Entrepreneurial Option (1990). Harcourt Brace Jovanovich, Publishers.
6. Journal of international business studies ISSN: 0047-2506 Online ISSN: 1478-6990 Publisher: Palgrave Macmillan Ltd. ProQuest Legacy ABI/INFORM Global 1987 to present (Embargo: 1 year)
7. The Oxford Handbook of International Business (2 ed.) (2009). Edited by Alan M. Rugman. Oxford University Press.

VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS
(M20MB18E2) MSME MANAGEMENT
(EP ELECTIVE)

MBA: III-Semester

L/T/P/C
4/0/0/3

Course Objective: To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

Course Outcomes: Students will be able to understand a) Issues and Challenges in MSMEs b) Setting up of MSMEs c) Management of MSMEs d) Institution and Government support.

UNIT - I:

Introduction for Small and Medium Entrepreneurship (SME): Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

UNIT - II:

Setting of SMEs': Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

UNIT - III:

Institutions supporting MSMEs: –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

UNIT - IV:

Management of MSME: Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance

UNIT - V:

Role of Government in promoting Entrepreneurship: MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

Suggested Readings:

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.
3. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
4. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
5. Aneet Monika Agarwal, Small and medium enterprises in transitional economies” challenges and opportunities, DEEP and DEEP Publications.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB20E3) WOMEN ENTREPRENEURSHIP
(EP ELECTIVE)**

MBA: III-Semester

L/T/P/C
4/0/0/3

Objective: This Paper gives clear understand to the learner about women entrepreneurs, how it is useful for women's lives. It also emphasizes on women entrepreneurship for their empowerment.

Outcome: After completion of this paper the student will equip knowledge about significance of Entrepreneurial Development and Entrepreneurial Activities for their development.

UNIT-I:

Introduction of Women Entrepreneurship: Nature and Scope of Women Entrepreneurship. Process of Women Entrepreneurship. Entrepreneurial Motives. Enablers of Women Entrepreneurial Intentions. Entrepreneurial Competencies. Characteristic Features of Corporate Entrepreneurship. Differences between Entrepreneurship and Intrapreneurship.

UNIT-II:

Role of Women Entrepreneurship: Status of women entrepreneurship, benefits of women entrepreneurship. Barriers and facilitators of women entrepreneurship. Ethical issues in women entrepreneurship. Relationship among creativity, innovation and entrepreneurship.

UNIT-III:

Challenges of Women Entrepreneurship: Growth of Women entrepreneurship in India; Entrepreneurial motivation; Factors effecting entrepreneurial growth; strategies for entrepreneurial development. Challenges to Women Entrepreneurs, Achievements of Women Entrepreneurs, Role Models of Women Entrepreneurs.

UNIT-IV:

Women entrepreneurship development and financial activities: Role of Financial institutions in women entrepreneurial activities; Entrepreneurial development programmes in India. The constraints in entrepreneurial Renaissance; Small Scale Entrepreneur – Problems and Prospects.

UNIT-V:

Strategic Planning and Transgenerational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

Recommended Texts

- Anil Kumar (2007), Women Entrepreneurship in India, Regal Publications, New Delhi.
- Deepak. M. Walolar, Women Entrepreneurs, Himalaya publishing House, New Delhi.
- Eric A. Morse, Ronald K. Mitchell (2007), Cases in Entrepreneurship: The Venture Creation Process, Sage Publications, New Delhi.
- Saif Siddiqui (2008) Women Entrepreneurs in Export Trade, Regal Publications, New Delhi.
- Sami Uddin. Entrepreneurship Development in India, Mittal publications, New Delhi, 1989.
- Lead like an Entrepreneur – Neal Thornberry.
- Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd.
- Entrepreneurship Development – Dr.P.C.Shejwalkar.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS
(M20MB25E4) ENTREPRENEURIAL FINANCE
(EP ELECTIVE)**

MBA: IV-Semester

L/T/P/C
4/0/0/3

Course Objective: To understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.

Course Outcomes: Students will be able to understand a) Financing through venture life cycle b) Organizing and operating the enterprise c) Financial Planning of an enterprise d) Valuation of an enterprise e) Financing for growing enterprises.

UNIT - I: Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

UNIT- II: Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.

UNIT - III: Financial Planning: Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

UNIT - IV: Venture Valuation: Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

UNIT - V: Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Suggested Readings:

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
3. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
4. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
5. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB26E5) ENTREPRENEURIAL MARKETING
(EP ELECTIVE)**

MBA: IV-Semester

L/T/P/C
4/0/0/3

Course Objective: To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

Course Outcomes: Students will be able to understand a) Marketing mix of an enterprise b) Growth and marketing strategies c) Market Development strategies d) Contemporary issues in Entrepreneurial marketing.

UNIT – I:

Introduction to Entrepreneurial Marketing – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

UNIT – II:

Enterprise Growth: Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

UNIT – III:

Growth Strategies and Models: Growth Strategies – concept and forms, Internal, External, and Co-operative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

UNIT– IV:

Entrepreneurial Market Development Strategies: Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

UNIT – V:

Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free ride Marketing. Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

Suggested Readings:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
3. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
4. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
5. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
6. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers, 2011.
7. With Growth Ambitions, Garant Publishers, 2011.

**VAAGDEVI COLLEGE OF ENGINEERING
AUTONOMOUS**

**(M20MB27E6) CREATIVITY INNOVATION AND ENTREPRENEURSHIP
(EP ELECTIVE)**

MBA: IV-Semester

L/T/P/C
4/0/0/3

Course Objective: To understand the creativity and innovations management aspects in an enterprise.

Course Outcome: Students will be able to understand a) basics of Creativity b) Creative Problem solving c) Creative Intelligence d) Perspectives of Innovation

UNIT - I:

The Creativity Phenomenon: Creative Cerebration- Creative Personality and Motivation – Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

UNIT - II:

Mastering Creative Problem Solving: Structuring of ill- defined problems- Creative Problem solving-Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

UNIT - III:

Creative Intelligence: Creative Intelligence abilities - A model of Creative Intelligence - Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

UNIT - IV:

Innovation Management: Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods-Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

UNIT - V:

Micro and Macro Perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level- Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

Suggested Readings:

1. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014. Innovation Management,
3. C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
4. A.Dale Timpe, Creativity, Jaico Publishing House, 2003. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
5. P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009.
