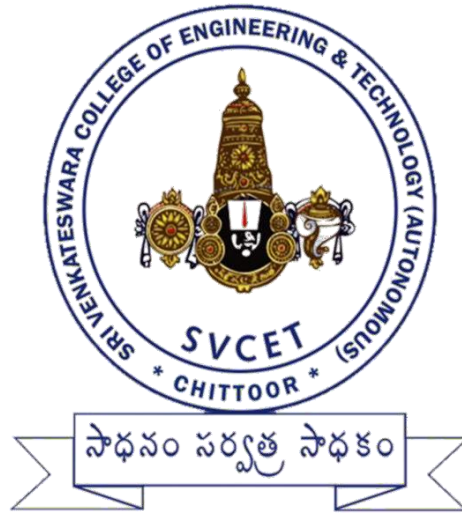


**ACADEMIC REGULATIONS-R 20**  
**COURSE STRUCTURE AND DETAILED SYLLABI**

**M.B.A REGULAR (FULL-TIME) TWO YEAR POST GRADUATE DEGREE PROGRAMME**  
**(FOR THE BATCHES ADMITTED FROM THE ACADEMIC YEAR 2020-21)**

**MASTER OF BUSINESS ADMINISTRATION**



**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**  
**(AUTONOMOUS)**

**Accredited by NBA, New Delhi & NAAC, Bengaluru | Affiliated to JNTUA, Ananthapuramu,**  
**Recognized by the UGC under Section 12(B) and 12(F) | Approved by AICTE, New Delhi**

**R.V.S. NAGAR, TIRUPATI ROAD, CHITTOOR – 517127 (A.P) – INDIA**

Website: [www.svcetedu.org](http://www.svcetedu.org)

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**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**  
**(AUTONOMOUS)**  
**(AFFILIATED TO JNTUA, ANANTAPUR)**  
**ACADEMIC REGULATIONS – R20**  
**MASTER OF BUSINESS ADMINISTRATION (M.B.A )**  
**REGULAR (FULL-TIME) TWO YEAR POST GRADUATE DEGREE PROGRAMME**  
(For the batches admitted from the academic year 2020-2021)

- 1.0**      **Applicability:** All the rules specified herein, approved by the Academic Council, will be in force and applicable to students admitted from the academic year 2020-2021 onwards. Any reference to “College” in these rules and regulations stands for Sri Venkateswara College of Engineering and Technology (Autonomous).
- 2.0**      **Extent:** All the rules and regulations, specified here in after shall be read as a whole for the purpose of interpretation and as and when doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, the Principal, Sri Venkateswara College of Engineering and Technology (A) shall be the Chairman of the Academic Council.
- 3.0**      **Admissions:** Admission into the first year of two year MBA degree programme is based on the eligibility conditions detailed below.
- 3.1**      **Eligibility for Admissions:** A candidate seeking admission into the first year of the two-year MBA Degree Program should have passed Under Graduation(UG) from UGC recognized university and the above program shall be made subject to eligibility, qualifications, and specialization prescribed by the competent authority from time to time. Admissions shall be made either based on merit rank obtained by the qualified candidates at an Entrance Test conducted by the University or based on APICET score, subject to reservations and policies prescribed by the Government from time to time.
- 3.2**      **Admission Procedure:** As per the existing stipulations of AP State Council for Higher Education (APSCHE), Government of Andhra Pradesh, admissions are made into the first year as following :
- a) Category - A seats are to be filled by Convener based on APICET score.

b) Category - B seats are to be filled by Management as per the norms stipulated by the Government of A.P.

The guidelines stipulated by the competent authority will be followed for admitting students under both the above-mentioned categories.

#### **4.0 Choice Based Credit System:**

Choice Based Credit System (CBCS) is a flexible system of learning and provides a choice for students to select from the prescribed elective courses. A course defines learning objectives and learning outcomes and comprises of lectures / tutorials / laboratory work / fieldwork / project work / MOOCS / Internship / Seminars / Presentations / Self-study etc. or a combination of some of these.

Under the CBCS, the requirement for awarding a degree is prescribed in terms of the number of credits to be completed by the students.

The CBCS permits students to:

1. Choose electives from a wide range of elective courses offered by the departments.
2. Undergo additional courses of interest.
3. Adopt an interdisciplinary approach to learning.
4. Make the best use of the expertise of the available faculty.

#### **5.0 Medium of Instruction**

The medium of instruction shall be English for all courses, examinations, seminar presentations, and project work. The curriculum will comprise courses of study as given in course structure, in accordance with the prescribed syllabi.

**6.0 Types of Courses:** Courses in a programme can be classified into Core and Electives.

**6.1 Core Courses:** There may be a core course in I Year I semester and II Semester. This is the course which is to be compulsorily studied by a student as a core requirement to complete the programme in the said discipline of study.

**6.2 Elective Courses:** Electives provide the breadth and depth of experience in respective branch and application areas. An elective course is a course that can be chosen from a pool of courses.

It may be:

Supportive of the discipline of study

- Providing an expanded scope
- Enabling an exposure to some other discipline/domain
- Nurturing student's proficiency/skill.

The student shall be allowed to choose his/her choice of subject as an elective from the list of courses offered in II Year I Sem and II Year II Sem, in consultation with the faculty mentor or advisor.

### **7.0 Course Work**

**7.1** A Candidate after securing admission must pursue the M.B.A course of study for Four Semesters duration.

**7.2** Each semester shall have a minimum of 16 instructional weeks.

**7.3** A candidate admitted to a program should complete it within a period equal to twice the prescribed duration of the program from the date of admission.

**8.0** Curriculum and course structure: The curriculum shall comprise Core Courses, Elective Courses, Laboratory Courses, Seminars, and Project/Internship. The list of elective courses may include subjects from allied disciplines.

#### **Credits Distribution**

<b>S.No</b>	<b>Courses</b>	<b>Hours/Week</b>	<b>Credits</b>
1	Core	3	3
2	Elective	3	3
3	Laboratory	4	3
4	Seminar	4	3
5	Project	12	6

### **8.1 Course Structure**

The program shall be designed to have 15 Core Courses, 14 Elective Courses, 1 Seminar, 2 Laboratory courses, and 1 Project. The below table provides a bird's eye view of the course structure.

### Course Wise Break-Up to the Total Credits

Courses	Total Subjects	No of Credits	Total Credits
Core	15	3	45
Electives	14	3	42
Laboratory	2	3	6
Seminar	1	3	3
Project	1	6	6
<b>Grand Total of Credits</b>			<b>102</b>

- 8.2** All postgraduate students shall register for NSS activities. A student will be required to participate in an activity for two hours a week during the second and third semesters. The grade shall be awarded as Satisfactory or Unsatisfactory in the grade sheet on the basis of participation, attendance, performance, and behavior. If a student gets an unsatisfactory grade, he shall repeat the above activity in the subsequent semesters, in order to complete the degree requirements.
- 8.3** A student shall be permitted to pursue up to a maximum of two elective courses under MOOCs during the Programme as mentioned in the course structure. Each of the courses must be of a minimum 8 weeks in duration. Attendance will not be monitored for MOOC courses. The student has to pursue and acquire a certificate for a MOOC course only from the standard organizations/agencies (Edx, Coursera, NPTEL, Swayam ,etc.) approved by the BOS to earn the 3 credits. The Head of the department shall notify the list of such courses at the beginning of the semester.
- 8.3.1** In case a student fails to complete the MOOC/MOOCs in the stipulated semester he has to re-register and complete the same. In case any provider discontinues the course, the Institution shall allow the student to opt for any other course from the list provided by the department from time to time.
- 8.3.2** Students have to acquire a certificate from the agencies approved by the BOS with grading or percentage of marks in order to earn 3 credits.
- 8.3.3** The certificate submitted by the student will be duly verified and attested by the concerned BOS chairman, and the same will be forwarded to the examination branch

before the end of the stipulated semester.

**8.4** The department shall invite registration forms from the students at the beginning of the semester for offering elective courses. The elective courses shall be offered by the Department only if a minimum of 20 percent of students in the class/section strength register for that course.

**8.5** Students shall undergo mandatory summer projects/internships for a minimum of six weeks duration in IV Semester of the Programme.

**9.0 Attendance Requirements:**

**9.1** A candidate shall be deemed to have eligibility to write semester end examinations if he has put in at least 75% of attendance on a cumulative basis of all subjects/courses in the semester.

**9.2** Condonation of shortage of attendance up to 10% i.e., from 65% and above and less than 75% may be given by the college on the recommendation of the college academic council.

**9.3** Shortage of Attendance below 65% in aggregate shall in no case be condoned.

**9.4** Condonation of shortage of attendance shall be granted only on medical grounds and on representation by the candidate with supporting evidence by paying the prescribed fee.

**9.5** If the candidate does not satisfy the attendance requirement he is detained for want of attendance and shall reregister for that semester. He shall not be promoted to the next semester.

**10.0 Evaluation**

**10.1** For the theory subjects, 60 marks will be for the Semester End Examination. The other 40 marks will be for Internal Evaluation, out of which 20 marks for Mid Term-Examinations, which shall be arrived at by considering marks secured by the student in both the mid-term examinations with 80% weightage for the better mid-term exam and 20% to other the exam. Out of the remaining 20 marks for internal valuation, 10 marks will be for case analysis (one case analysis of 10 Marks at the end of each unit, 5 such case analysis, weighted for 10 Marks), and 10 marks for the assignment in the

concerned subject (one assignment of 10 Marks at the end of each unit, 5 such assignments, weighted for 10 Marks).

- 10.2** The first Mid exam will be conducted in the middle of the Semester (First two units) and another immediately after the completion of instruction (Last three units) with four questions (with internal choice, either or type) to be answered in 2 hours, evaluated for 20 marks

For semester-end examination, five questions shall be given for a maximum of 50 marks with one question from each unit with internal choice, either or type, carrying 10 marks each, and 10 marks for the case study.

- 10.3** Each Laboratory Course (Business Communication: Theory and Practice, and Introduction to Business Analytics) will be evaluated for a total of 100 marks, consisting of 40 marks for internal assessment and 60 marks for semester end lab examination. Out of 40 marks of internal assessment, continuous lab assessment for day to day performance will be done for 20 marks, final internal lab examination carries 15 marks and Viva-Voce carries 5 marks. The semester end lab examination for 60 marks shall be conducted by two examiners, one of them being internal examiner (subject teacher) and the other being external examiner (other than the teacher handled) to be nominated by the Principal from the panel of experts as recommended by the Chairman, BOS. The scheme of valuation for the 60 Marks will be informed to the students in advance by the concerned Chairman, BOS and displayed in the laboratory during the beginning of the semester.

- 10.4** For the Seminar, there will be an internal evaluation of 100 marks. A candidate has to secure a minimum of 50% to be declared successful. The assessment will be made by a board consisting of HOD and two internal experts.

- 10.5** For the project, out of 200 marks, 80 marks shall be for Internal Evaluation and 120 marks for the End Semester Examination. The End Semester Examination (viva-voce) shall be conducted by the committee consisting of an External examiner nominated by the Chief Controller Of Examinations, HOD & Supervisor. The evaluation of project work shall be conducted at the end of the IV semester. The Internal Evaluation shall be made by the departmental committee, on the basis of two seminars, each for 40

marks, given by each student on the topic of his project.

- 10.6** A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation, taken together.
- 10.7** In case the candidate does not secure the minimum academic requirement in any of the subjects (as specified in 10.6) he has to reappear for the Semester Examination either supplementary or regular in that subject or repeat the subject when next offered or do any other specified subject as may be required.
- 11.0** **Evaluation of Project Work:** Every candidate shall be required to submit a thesis or dissertation after taking up a topic approved by the college/ institute.
- 11.1** Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of I, II, and III Semesters.
- 11.2** An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor, and one internal senior teacher shall monitor the progress of the project work.
- 11.3** The candidate can submit the Project thesis with the approval of I.D.C. at the end of the IV semester instruction as per the schedule. Extension of time within the total permissible limit for completing the programme is to be obtained from the Head of the Institution.
- 11.4** The student must submit a status report at least in two different phases during the project work period. These reports must be approved by the I.D.C before submission of the Project Report and award internal assessment marks for 80.
- 11.5** The viva-voce examination may be conducted for all the candidates as per the IV semester examination schedule.
- 11.6** Three copies of the Thesis / Dissertation certified in the prescribed form by the supervisor and HOD shall be presented to the HOD. One copy is to be forwarded to the Controller Of Examination and one copy is retained in the department.
- 11.7** The Department shall submit a panel of three experts for a maximum of 20 students at a time. However, the Thesis / Dissertation will be adjudicated by one examiner nominated by the Chief Controller Of Examination.



- 11.8** If the report of the examiner is favorable viva-voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department, and the examiner who adjudicated the thesis/dissertation. The board shall jointly award the marks for 120.
- 11.9** A candidate shall be deemed to have secured the minimum academic requirement in the project work if he secures a minimum of 40% marks in the viva-voce examination and a minimum aggregate of 50% of the total marks in the end viva-voce examination and the internal project report taken together. If he fails to get the minimum academic requirement he has to appear for the viva-voce examination again to get the minimum marks. If he fails to get the minimum marks at the second viva-voce examination he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure minimum marks again, the project shall be summarily rejected.
- 11.10** Students are also encouraged to take up experiential projects through an internship in companies / industries, where senior executives with a stake in teaching and guiding them. In such cases, students will be associated with the identified industry for a minimum period of 6 weeks during the IV semester. During the Internship, the student should work on a project with well-defined objectives. At the end of the semester, the candidate shall submit an internship completion certificate and a project report. A student shall also be permitted to submit a project report on the work carried out during the internship. Evaluation in such cases will be the same as in the case of project work.
- 12.0** **Conduct of Semester End Examination**
- 12.1** Semester end examination shall be conducted by the Controller of Examination (COE) by inviting 50% Question Papers from the External and 50% Question papers from the Internal Subject Experts. The principal will decide the External and Internal subject experts.
- 12.2** The answer papers of the semester-end examination should be evaluated externally / internally.
- 12.3** The marks for the internal evaluation components will be added to the external evaluation marks secured in the Semester – End examinations, to arrive at total marks

for any subject in that semester.

- 12.4** Performance in all the subjects is tabulated program-wise and will be scrutinized by the office of the Controller of Examinations. Total marks obtained in each subject are converted into letter grades. Finally, subject-wise marks and grade details, subject-wise, and branch-wise pass percentages are calculated through software.

### **13 Results Committee**

- 13.1** Results Committee comprising of Principal, Controller of Examinations, Additional Controller of Examinations, One Senior Professor nominated by the Principal, and the University Nominee will oversee the details of marks, grades, and pass percentages of all the subjects and branch-wise pass percentages.

- 13.2** Office of the Controller of Examinations will generate student-wise result sheets and the same will be published through the college website.

- 13.3** Student-wise Grade Sheets are generated and issued to the students.

### **14.0 Personal Verification / Recounting / Revaluation / Final Valuation:**

#### **14.1 Personal Verification**

Candidates appear in a particular semester end examinations may appeal for verification of their answer script (s) for arithmetic correction in totaling of marks and any omission / deletion in evaluation within 7 days from the date of declaration of results at the office of the Controller of Examinations on the prescribed proforma and by paying the prescribed fee per answer script.

It is clarified that personal verification of answer script shall not tantamount to revaluation of answer script. This is only a process of reverification by the candidate. Any mistake / deficiency with regard to arithmetic correction in totaling of marks and any omission / deletion in evaluation if found, the institution will correct the same.

#### **14.2 Recounting / Revaluation:**

Students shall be permitted for request for recounting / revaluation of the Semester-End examination answer scripts within a stipulated period after payment of prescribed fee. After recounting or revaluation, records are updated with changes if any and the student will be issued a revised grade sheet. If there are no changes, the same will be intimated to the students.

**14.3 Final Valuation:**

Students shall be permitted for request for final valuation of the Semester–End Examination answer scripts within a stipulated period after the publication of the revaluation results by paying the necessary fee. The final valuation shall be carried out by an expert not less than Associate Professor as per the scheme of valuation supplied by the examination branch in the presence of the student, Controller of Examinations and Principal. However students are not permitted to discuss / argue with the examiner. If the increase in marks after final valuation is equal to or more than 15% of the previous valuation marks, the marks obtained after final valuation shall be treated as final. If the variation of marks after final valuation is less than 15% of the previous valuation marks, then the earlier valuation marks shall be treated as the final marks.

**15.0 Supplementary Examination:**

In addition to the regular year/ Semester- End examinations conducted, the College may also schedule and conduct supplementary examinations for all the subjects of other years/ semesters when feasible for the benefit of students. Such of the candidates writing supplementary examinations may have to write more than one examination per day.

**16.0 Re-Registration for Improvement of Internal Marks:**

Following are the conditions to avail the benefit of improvement of internal evaluation marks

**16.1** The candidate should have completed the course work and obtained the examination results for all four semesters.

**16.2** He should have passed all the subjects for which the internal evaluation marks secured are more than or equal to 50%.

**16.3** Out of the subjects the candidate has failed in the examination due to internal evaluation marks secured being less than 50%, the candidate shall be given one chance for each Theory subject and a maximum of three Theory subjects for Improvement of Internal evaluation marks.

**16.4** The candidate has to re-register for the chosen subjects and fulfill the academic

requirements.

**16.5** For each subject, the candidate has to pay a fee equivalent to one-third of the semester tuition fee along with the requisition to the Principal of the college.

**16.6** In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks, as well as the End Examinations marks secured in the previous attempt(s) for the reregistered subjects, stand canceled.

**17.0 Grades, Semester Grade Point Average, Cumulative Grade Point Average:**

**17.1** Grade System: After all the components and sub-components of any subject (including laboratory subjects) are evaluated, the final total marks obtained will be converted to letter grades on a “10 point scale” described below.

**Grade System**

<b>Percentage(%) of Marks Obtained</b>	<b>Grade</b>	<b>Grade Points(GP)</b>
90 to 100	A+	10
80 to 89	A	9
70 to 79	B	8
60 to 69	C	7
50 to 59	D	6
Less than 50 in Sum of Internal & External (or) Less than 40 in External	F	0
Not Appeared	N	0

**17.2 Computation of SGPA and CGPA**

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

$$\text{SGPA} = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

where  $C_i$  is the number of credits of the  $i$ th subject and  $G_i$  is the grade point scored by the student in the  $i$ th course

**17.2.2** The Cumulative Grade Point Average (CGPA) will be computed in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.

$$\text{CGPA} = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

where 'Si' is the SGPA of the i<sup>th</sup> semester and Ci is the total number of credits in that semester

**17.2.3** Both SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

**17.2.4** While computing the SGPA/CGPA, the subjects in which the student is awarded Zero grade points will also be included.

**17.2.5** **Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.

**17.2.6** **Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters A+, A, B, C, D, F, and N.

**17.2.7** As per AICTE regulations, conversion of CGPA into equivalent percentage is as follows:

$$\text{Equivalent Percentage to SGPA} = (\text{SGPA} - 0.50) \times 10$$

$$\text{Equivalent Percentage to CGPA} = (\text{CGPA} - 0.50) \times 10$$

**18.0** **Grade sheet:** A grade sheet (Marks Memorandum) will be issued to each student indicating his performance in all subjects registered in that semester indicating the GPA and CGPA. GPA and CGPA will be rounded off to the second place of decimal.

**19.0** **Consolidated Grade Sheet:** After successful completion of the entire program of study, a Consolidated Grade Sheet containing the performance of all semesters will be issued as a final record. Duplicate Consolidated Grade Sheet will also be issued, if required, after payment of the requisite fee.

**20.0** **Academic Requirements for completion of the Program:** The following academic requirements have to be satisfied in addition to the attendance requirements for completion of the Post Graduate Degree Program (MBA).

**20.1** A student shall be deemed to have satisfied the minimum academic requirements for each theory, laboratory course, and project work if he secures not less than 40% of

marks in the semester-end examination and a minimum of 50% of marks in the total of the internal evaluation and Semester-end examination taken together.

**20.2** A student shall register for all the 102 credits and earn all the 102 credits. Grade points obtained in all the 102 credits shall be considered for the calculation of the DIVISION based on CGPA.

**20.3** A student who fails to earn 102 credits as indicated in the course structure within four academic years from the year of their admission shall forfeit his seat in MBA Program and his admission stands canceled.

**21.0** **Award of Degree:** The Degree will be conferred and awarded by Jawaharlal Nehru Technological University Anantapur, Anantapur on the recommendation of The Principal of SVCET (Autonomous).

**21.1** **Eligibility:** A student shall be eligible for the award of M.B.A Degree if he fulfills all the following conditions:

- Registered and successfully completed all the components prescribed in the program of study for which he is admitted.
- Successfully acquired the minimum required credits as specified in the curriculum corresponding to the branch of study within the stipulated time.

Obtained CGPA greater than or equal to 6.0 (Minimum requirement for declaring as passed.)

**Award of Class:** Declaration of Class is based on CGPA.

**21.2**

<b>Cumulative Grade Point Average</b>	<b>Class</b>
$\geq 7.75$	First Class with Distinction
$\geq 6.75$ and $< 7.75$	First Class
$\geq 6.0$ and $< 6.75$	Second Class

**22.0**

**Withholding of results**

If the candidate has not paid dues to the University/ College or if any case of indiscipline is pending against him, the result of the candidate shall be withheld and he will not be allowed / promoted into the next higher semester. The issue of degree is liable to be withheld in such cases.

**23.0**

**Graduation Day**

The institute shall have its own annual Graduation Day for the award of Provisional Certificates to students completing the prescribed academic requirements in each case, in consultation with the University, and by following the provisions in the Statute. The college shall institute prizes and medals to meritorious students and award them annually at the Graduation Day. This will greatly encourage the students to strive for excellence in their academic work.

#### **24.0 Discipline**

Every student is required to observe discipline and decorum both inside and outside the institute and not to indulge in any activity which will tend to bring down the honor of the institute. If a student indulges in malpractice in any of the theory / practical examinations, continuous assessment examinations he shall be liable for punitive action as prescribed by the Institute from time to time.

#### **25.0 Grievance Redressal Committee**

The institute shall form a Grievance Redressal Committee for each course in each department with the Course Teacher and the HOD as the members. This Committee shall solve all grievances related to the course under consideration.

#### **26.0 Transitory Regulations:**

Students who got detained for want of attendance (or) who have not fulfilled academic requirements (or) who have failed after having undergone the Program in earlier regulations (or) who have discontinued and wish to continue the Program are eligible for admission into the unfinished semester from the date of commencement of classwork with the same (or) equivalent courses as and when courses are offered and they will be in the academic regulations into which they are presently readmitted. A student has to satisfy all the eligibility requirements within the maximum stipulated period of four years for the award of an M.B.A Degree.

#### **27.0 Revision of Regulations and Curriculum**

The Institute from time to time may revise, amend or change the regulations, the scheme of examinations and syllabi if found necessary and on approval by the Academic Council and the Governing Body shall come into force and shall be binding on the students, faculty, staff, all authorities of the Institute and others concerned.

## **28.0 Mode of Learning**

Preferably 50% of course work for the theory courses in every semester shall be conducted in the blended mode of learning. If blended learning is carried out in online mode, then the total attendance of the student shall be calculated considering the offline and online attendance of the student.

## **29.0 General Instructions**

- i. The academic regulations should be read as a whole for purpose of any interpretation.
- ii. Disciplinary action for Malpractice/improper conduct in examinations is appended.
- iii. Where the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.
- iv. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal is final.
- v. The Principal may change or amend the academic regulations or syllabi at any time and the changes or amendments shall be made applicable to all the students on rolls with effect from the dates notified by the Principal.
- vi. The above rules and regulations are to be approved / ratified by the College Academic Council as and when any modification is to be done.



**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY  
(AUTONOMOUS)**

**Identification of Courses**

**Master of Business Administration**

Each course shall be uniquely identified by an alphanumeric code of width 7 characters as given below.

<b>No. of digits</b>	<b>Description</b>
First two digits	Year of regulations Ex:20
Next one letter	Type of program: A: B. Tech B: M. Tech C: M.B.A D: M.C.A
Next two letters	Code of program: ST: Structural Engineering, P.E: Power Electronics & Electric Drives, CM: CAD/CAM, VL: VLSI, CS: Computer Science and Engineering, DS: Data Science <b>MC: MCA</b> , <b>MB: MBA</b> , <b>HS: Humanities and Science</b>
Last two digits	Indicate serial numbers: $\geq 01$

**Ex:**

20DMC01

20CMB01

20DHS01

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

**(AFFILIATED TO JNTUA, ANANTAPUR)**

**RULES FOR DISCIPLINARY ACTION FOR MALPRACTICE / IMPROPER CONDUCT IN EXAMINATIONS**

	<b>Nature of Malpractices / Improper conduct</b>	<b>Punishment</b>
	<b>If the candidate</b>	
<b>1.(a)</b>	Possesses or keeps accessible in the examination hall, any paper, notebook, programmable calculators, Cell phones, pager, palm computers, or any other form of the material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
<b>1.(b)</b>	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In the case of an outsider, he will be handed over to the police and a case is registered against him.
<b>2</b>	Has copied in the examination hall from any paper, book, programmable calculators, palm computers, or any other form of material relevant to the subject of the	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has

	examination (theory or practical) in which the candidate is appearing.	already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be canceled.
<b>3</b>	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year.
<b>4</b>	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that Semester/year. The candidate is also debarred for two consecutive semesters from classwork and all University examinations. The continuation of

		the course by the candidate is subject to the academic regulations in connection with the forfeiture of the seat.
<b>5</b>	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that Semester/year. The candidate is also debarred for two consecutive semesters from classwork and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with the forfeiture of the seat.
<b>6</b>	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that Semester/year. The candidate is also debarred and

		forfeits his/her seat.
7	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from the examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated shall be canceled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with the forfeiture of the seat. If the impostor is an outsider, he will be handed over to the police and a case is registered against him.
8	Refuses to obey the orders of the Chief Superintendent / Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walkout or instigates others to walk out, or threatens the	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already

	<p>officer-in-charge or any person on duty in or outside the examination hall of any injury to his person or any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	<p>appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In the case of outsiders, they will be handed over to the police, and a police case is registered against them.</p>
<p><b>9</b></p>	<p>If a student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.</p>	<p>The expulsion of the student from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to the police and, a police case will be registered against them.</p>

<b>10</b>	Uses objectionable, abusive, or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
<b>11</b>	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
<b>12</b>	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Examination committee for further action to award suitable punishment.	
	*****	

**Malpractices identified by squad or special invigilators**

- 1. Punishments to the candidates as per the above guidelines.**

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

**(AFFILIATED TO JNTUA, ANANTAPUR)**

**DEPARTMENT OF MANAGEMENT STUDIES**

<b>VISION</b>	To be a center of excellence, best-in class in India, in emerging areas of business through teaching, learning and research.
<b>MISSION</b>	<ol style="list-style-type: none"><li>1. To transform the lives of our students and stake holders by enriching learning experience.</li><li>2. To develop necessary competencies in students by providing exposure to advanced areas of knowledge through impactful teaching and research.</li><li>3. To nurture creativity and promote entrepreneurship.</li><li>4. To enhance employability and provide adequate opportunities for gainful employment.</li><li>5. To promote excellence in faculty scholarship by encouraging high quality research, teaching and Industry Interaction.</li><li>6. To promote ethical and value based learning.</li><li>7. To inculcate cross-cultural sensitivity and accommodate diversity.</li></ol>
<b>PROGRAMME EDUCATIONAL OBJECTIVES</b>	<p>PEO1: To achieve higher levels of managerial proficiency in functional areas of business required for a successful career in industry, business, and entrepreneurship.</p> <p>PEO2: To equip the students with necessary tools and techniques for handling complex business problems and uncertainties.</p> <p>PEO3: To impart relevant, current and cutting-edge knowledge from the advanced/emerging areas of business.</p> <p>PEO4: To ignite the passion for entrepreneurship in Management Graduates by promoting creativity and innovation.</p> <p>PEO5: To bring out Industry-ready Management Graduates having necessary individual and professional competencies to excel at national and international level.</p> <p>PEO6: To promote practice oriented research for solving complex problems and reducing uncertainties.</p> <p>PEO7: To create ethical leaders committed to the welfare of community and society.</p> <p>PEO8: To promote diversity and inclusiveness in active engagement with community and society.</p>



**PROGRAMME  
OUTCOMES**

After completion of the course, the student will be able to

**PO 1:** Analyze the Political, Economical, Social, Technological, Legal, and Natural Environment of business/businesses.

**PO 2:** Appreciate individual ethical behavior and discharge community responsibilities in organizations and society.

**PO 3:** Create and deliver value to customers by identifying their needs and wants.

**PO 4:** Apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.

**PO 5:** Adapt and find innovative methods for problem-solving, to cope with unforeseen events, and to manage in unpredictable environments.

**PO 6:** Manage contemporary societal and global issues resulting from diversity

**PO 7:** Demonstrate Leadership and Teamwork capabilities.

**PO 8:** Improve verbal and nonverbal communication skills.

**PO 9:** Analyze financial statements to make investment decisions.

**PO 10:** Demonstrate capabilities in new venture creation & entrepreneurship.

**PO 11:** Achieve higher levels of proficiency and self-actualization by pursuing lifelong learning.

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY****(AUTONOMOUS)****COURSE STRUCTURE (2020-21)****MASTER OF BUSINESS ADMINISTRATION****SEMESTER PATTERN****MBA (SEMESTER-I)**

S.No	Course Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		
			L	T	P		Internals	Externals	Total
1	20CMB01	Principles of Management	3	0	0	3	40	60	100
2	20CMB02	Organizational Behavior	3	0	0	3	40	60	100
3	20CMB03	Business Economics	3	0	0	3	40	60	100
4	20CMB04	Accounting for Managers	3	1	0	3	40	60	100
5	20CMB05	Indian and International Business Environment	3	0	0	3	40	60	100
6	20CMB06	Quantitative Techniques for Managers	3	1	0	3	40	60	100
7	20CMB07	Business Communication: Theory and Practice (Lab)	2	0	2	3	40	60	100
8	20CMB08	Business Ethics and Social Responsibility	3	0	0	3	40	60	100
9	20CMB09	Seminar on Contemporary Issues in Management	0	0	4	3	100	0	100
		<b>Total</b>	<b>23</b>	<b>2</b>	<b>6</b>	<b>27</b>	<b>420</b>	<b>480</b>	<b>900</b>

**MBA (SEMESTER-II)**

S.No	Course Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		
			L	T	P		Internals	Externals	Total
1	20CMB10	Human Resource Management	3	0	0	3	40	60	100
2	20CMB11	Financial Management	3	1	0	3	40	60	100
3	20CMB12	Marketing Management	3	0	0	3	40	60	100
4	20CMB13	Production and Operations Management	3	1	0	3	40	60	100
5	20CMB14	Strategic Management	3	0	0	3	40	60	100
6	20CMB15	Operations Research	3	1	0	3	40	60	100
7	20CMB16	Entrepreneurship and Innovation	3	0	0	3	40	60	100
8	20CMB17	Business Research Methodology	3	1	0	3	40	60	100
9	20CMB18	Introduction to Business Analytics (Lab)	1	0	3	3	40	60	100
		<b>Total</b>	<b>25</b>	<b>4</b>	<b>3</b>	<b>27</b>	<b>360</b>	<b>540</b>	<b>900</b>

**MBA (SEMESTER-III)**

S.No	Course Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		
			L	T	P		Internals	Externals	Total
1		Elective-I	3	0	0	3	40	60	100
2		Elective-II	3	0	0	3	40	60	100
3		Elective-III	3	0	0	3	40	60	100
4		Elective-IV	3	0	0	3	40	60	100
5		Elective-V	3	0	0	3	40	60	100
6		Elective-VI	3	0	0	3	40	60	100
7		Elective-VII	3	0	0	3	40	60	100
8		Elective – VIII	3	0	0	3	40	60	100
		<b>Total</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>320</b>	<b>480</b>	<b>800</b>

- *In case of electives having a lab component, 2 Theory and 2 Laboratory hours will be allotted for the subject each week.*

List of Electives offered in the third semester (Students must choose any one subject under each elective).

<b>Elective-I</b>		
S.No	Course Code	Subject Name
1	20CMB19	Security Analysis and Portfolio Management
2	20CMB20	Customer Relationship Management
3	20CMB21	Human Resource Development
4	20CMB22	Technology Management
5	20CMB23	Managing E-Business

**Elective-II**

<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB24	Corporate Finance
2	20CMB25	Consumer Behavior
3	20CMB26	Performance Management
4	20CMB27	Intellectual Property Rights
5	20CMB28	Business System Analysis and Design

**Elective-III**

<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB29	Financial Institutions and Markets
2	20CMB30	Retail Management
3	20CMB31	Global Human Resource Management
4	20CMB32	Social Entrepreneurship Strategies
5	20CMB33	Cyber Laws

**Elective-IV**

<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB34	Fixed Income Securities
2	20CMB35	Brand Management
3	20CMB36	Management of Industrial Relations
4	20CMB37	Business Planning and Development
5	20CMB38	Business Intelligence

<b>Elective-V</b>		
<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB39	Risk and Insurance Management
2	20CMB40	Supply Chain Management
3	20CMB41	Human Resource Planning
4	20CMB42	Entrepreneurial Marketing
5	20CMB43	Cloud Computing

<b>Elective-VI</b>		
<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB44	Micro Finance
2	20CMB45	Integrated Marketing Communication
3	20CMB46	Knowledge Management
4	20CMB47	New Venture Planning
5	20CMB48	Data Visualisation Management

<b>Elective-VII</b>		
<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB49	Business Valuation
2	20CMB50	Marketing Research
3	20CMB51	Compensation and Reward Management
4	20CMB52	Managing Micro, Small and Medium Enterprises
5	20CMB53	Information Management

**Elective-VIII**

<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB54	Project Appraisal and Finance
2	20CMB55	Industrial Marketing
3	20CMB56	Strategic Leadership for Managers
4	20CMB57	E-Commerce for Entrepreneurs
5	20CMB58	Database Management Systems

**\*\* A Specialization will be offered only if a minimum of 20 students opt for it in a particular semester.**

**MBA (SEMESTER-IV)**

S.No	Course Code	Subject	Periods			Credits	Scheme of Examination (Max. Marks)		
			L	T	P		Internals	Externals	Total
1		Elective-IX	3	0	0	3	40	60	100
2		Elective-X	3	0	0	3	40	60	100
3		Elective-XI	3	0	0	3	40	60	100
4		Elective-XII	3	0	0	3	40	60	100
5		Elective-XIII	3	0	0	3	40	60	100
6		Elective-XIV	3	0	0	3	40	60	100
7	20CMB89	Project / Internship	0	0	12	6	80	120	200
		<b>Total</b>	<b>18</b>	<b>0</b>	<b>12</b>	<b>24</b>	<b>320</b>	<b>480</b>	<b>800</b>

- *In case of electives having a lab component, 2 Theory and 2 Laboratory hours will be allotted for the subject each week.*

**List of Electives offered in the fourth semester (Students must choose any one subject under each elective).**

Elective-IX		
S.No	Course Code	Subject Name
1	20CMB59	Behavioral Finance
2	20CMB60	Advertising Management
3	20CMB61	Management of Change and Organization Development
4	20CMB62	Design Thinking for Entrepreneurs
5	20CMB63	Advanced Business Analytics



<b>Elective-X</b>		
<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB64	Financial Derivatives
2	20CMB65	Services Marketing
3	20CMB66	Strategic Human Resource Management
4	20CMB67	International Trade Management
5	20CMB68	Software Project Management for Enterprise

<b>Elective-XI</b>		
<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB69	International Financial Management
2	20CMB70	Rural Marketing
3	20CMB71	Human Resource Information System
4	20CMB72	Human Capital Management for Entrepreneurs
5	20CMB73	Decision Support Systems

<b>Elective-XII</b>		
<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB74	Goods and Services Tax
2	20CMB75	Strategic Marketing
3	20CMB76	Managing Creativity and Innovation
4	20CMB77	Legal Aspects of Business
5	20CMB78	Enterprise Resource Planning

<b>Elective-XIII</b>		
<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB79	Mergers, Acquisitions and Corporate Restructuring
2	20CMB80	Customer Experience Management
3	20CMB81	HR Analytics
4	20CMB82	Venture Financing
5	20CMB83	Knowledge Management and Information Systems

<b>Elective-XIV</b>		
<b>S.No</b>	<b>Course Code</b>	<b>Subject Name</b>
1	20CMB84	Strategic Investments and Financing Decisions
2	20CMB85	Social Media Marketing
3	20CMB86	Cross Culture Management
4	20CMB87	Legal and Government Policy Considerations for New Enterprises
5	20CMB88	Data Warehousing and Data Mining

**\*\* A Specialization will be offered only if a minimum of 20 students opt for it in a particular semester.**

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**  
**(AUTONOMOUS)**

**MBA –I SEMESTER**

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

**20CMB01 PRINCIPLES OF MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the functions and responsibilities associated with managerial roles (Understanding)
2. Identify the key contributors and explain their contributions to the development of management thought (Applying)
3. Identify managerial issues and problems arising in an organization, analyse the source of these problems, and recommend the necessary actions for resolving the same (Analysing)
4. Demonstrate the ability to manage and lead effectively under constantly changing conditions (Understanding)

**UNIT - I: OVERVIEW OF MANAGEMENT:** Concept – Definition; Nature - Process and Significance of Management; Managerial Roles (Mintzberg) - Trends and Challenges of Management in Global Scenario; An Overview of Functional areas of Management – Marketing – Finance – Production – HRM – IT and R&D.

**CASE STUDY: UNIT-I**

**UNIT - II: EVOLUTION OF MANAGEMENT THOUGHT:** From the machine age to Information age - F.W.Taylor - Management as science, Henry Fayol 14 Principles of management, Beyond Scientific Management - The mythology of managerial work; Peter Drucker - The Prophet of change - Knowledge Management - Decision Theory.

**CASE STUDY: UNIT-II**

**UNIT - III: PLANNING AND CONTROL:** Concept- Process and Types; Decision making concept and process; Bounded rationality; Management by objectives; Corporate Planning; Environment analysis and Diagnosis; Strategy Formulations; Managerial Control- Concept and process - Designing an Effective Control System - Techniques - Traditional and Modern (PERT and CPM).

### CASE STUDY: UNIT-III

**UNIT - IV: ORGANIZING:** Concept- Nature- Process and Significance; Authority and Responsibility Relationships - Delegation, Decentralization - Departmentation basis and formats; Formal and Informal Organization - Changing patterns in Organization structures in the Knowledge economy.

### CASE STUDY: UNIT-IV

**UNIT - V: LEADERSHIP:** The Core of Leadership: Influence- Functions of Leaders- Leadership Style- Leadership Development; Change and Development: Model for Managing Change- Forces for Change- Need for Change- Alternative Change Techniques- New Trends in Organizational Change.

### CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Prasad L.M., Principles and practice of management (8<sup>th</sup> edition). New Delhi: Sultan Chand and Sons, 2012.
2. Wehrich Heinz and Harold Koontz, Management: A Global Perspective (11<sup>th</sup> edition). New-Delhi: Mc-Graw Hill, 1994.

### REFERENCES:

1. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management (9<sup>th</sup>edition).New Delhi: Pearson Education, 2013.
2. Koontz, Wehrich and Aryasri, Principles of Management (1<sup>st</sup> edition). India: Tata McGraw Hill, 2014.
3. R.S. Dwivedi, Management – An Integrated Approach, India: National Publishing House.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-	-	3	-	-	3	-
CO2	-	2	-	-	-	1	-	-	-	3	-
CO3	-	-	3	-	3	-	3	-	-	-	-
CO4	-	-	-	-	2	1	3	-	-	-	-
Average	-	2	3	2	2.5	1	3	-	-	3	-
Correlation Level of the Course	-	2	3	2	3	1	3	-	-	3	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY  
(AUTONOMOUS)**

**MBA – I SEMESTER**

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

**20CMB02 ORGANISATIONAL BEHAVIOUR**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the key concepts, theories, and models of organizational behavior (Understanding).
2. Interpret individual and group behavior in an organization (Understanding).
3. Analyze the design elements of organizational structure and examine its impact on organizational performance (Analyzing).
4. Identify the structural problems associated with specific organizational designs, and resolve them (Applying).
5. Assess the organizational practices and explain their impact on work behaviors, attitudes, and performance (Evaluating).

**UNIT -I: FOCUS AND PURPOSE:** Definition, Need, and Importance of organizational behaviour; Nature and scope; Models of Organisational Behaviour; Organizational Behaviour framework.

**CASE STUDY: UNIT-I**

**UNIT -II:INDIVIDUAL BEHAVIOUR:** Personality – Types, Factors influencing personality, Theories; Perceptions –Importance, Factors influencing perception, Interpersonal perception; Learning –Types of learning, Learning process; Attitudes –Characteristics, Components, Formation, Measurement; Values; Motivation – importance, theories.

**CASE STUDY: UNIT-II**

**UNIT -III: GROUP BEHAVIOUR:** Organization Design and structure; Groups in organizations – Group dynamics, Group decision making process and techniques; Team building; Interpersonal relations.

**CASE STUDY: UNIT-III**

**UNIT -IV: LEADERSHIP AND POWER:** Leadership- Concept, Importance, styles, theories, Leaders Vs Managers; Power –Sources of power, Power and Politics.

**CASE STUDY: UNIT-IV**

**UNIT -V: DYNAMICS OF ORGANIZATIONAL BEHAVIOUR:** Organizational culture and climate – Factors affecting organizational climate, Importance; Organizational change; Stress –Work Stressors, Prevention and Management of stress; Balancing work and Life; Organizational development – Characteristics, objectives; Ethical behaviour.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Stephen, P. Robins (2008). Organizational Behavior (11<sup>th</sup>edition). New Delhi: PHI Learning / Pearson Education.
2. Fred Luthans (2001). Organizational Behavior (11<sup>th</sup>edition).. New Delhi: McGraw Hill.
3. Aswathappa. K (2012).Organisational Behaviour(13<sup>th</sup>edition). New Delhi: Himalaya Publishing House.
4. Robbin , Judge, Sanghi (2008). Organizational Behavior (11<sup>th</sup>edition). New Delhi: Pearson Publishers.

**REFERENCES:**

1. Schermer horn, Hunt and Osborn (2008). Organisational Behavior(9<sup>th</sup> edition). New Delhi: John Wiley& sons inc.
2. UdaiPareek (2004). Understanding Organisational Behaviour(2<sup>nd</sup> edition).Mumbai: Oxford Higher Education.
3. Robbins, Judge, Vohra (2010). Organisational Behavior(13<sup>th</sup>edition).New Delhi:McGraw Hill.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-		3	-	-	3	-
CO2	-	2	-	-	-	1		-	-	3	
CO3	-	-	3	-	3		3	-	-	-	-
CO4	-	-	-	-	2	1	3	-	-	-	-
Average	-	2	3	2	2.5	1	3	-	-	3	-
Correlation Level of the Course	-	2	3	2	3	1	3	-	-	3	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**  
**(AUTONOMOUS)**

**MBA –I SEMESTER**

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

**20CMB03 BUSINESS ECONOMICS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the basic economic principles, and also outline the objectives of the firm (Understanding).
2. Measure utility, forecast demand, forecast supply, and estimate cost (Evaluating)
3. Show the basic relationships between technology, production decisions, and costs (Understanding)
4. Analyse market structures and identify the pricing practices (Analysing)
5. Identify the key factors in the macro-economic environment of a firm, and explain the impact of these factors on the firm's functioning (Applying)

**UNIT - I: INTRODUCTION TO BUSINESS ECONOMICS:** Definition - Nature and Scope - The Role of economists in an organization; **BASIC ECONOMIC PRINCIPLES:** The concept of Opportunity Cost - Discounting principle - Time perspective - Incremental Concept –Marginalism; **OBJECTIVES OF THE FIRM:** Profit Maximization - Sales Maximization and other objectives.

**CASE STUDY: UNIT-I**

**UNIT - II: UTILITY AND DEMAND ANALYSIS:** Meaning and measurement of utility; **CARDINAL UTILITY ANALYSIS:** Law of diminishing marginal utility –Limitations of cardinal utility analysis; **ORDINAL UTILITY ANALYSIS:** Indifference curve approach – Marginal rate of substitution – Properties of indifference curves – Budget line or iso- Expenditure line – Consumer equilibrium; **THEORY OF DEMAND:** Meaning of Demand – Determinants of Demand – Law of Demand and its Exceptions; **ELASTICITY OF DEMAND:** Definition – Types - Measurement and Significance of Elasticity of Demand – Types and methods of Demand Forecasting.

**CASE STUDY: UNIT-II**

**UNIT - III: SUPPLY ANALYSIS:** Supply function - The Law of Supply - Elasticity of Supply; **PRODUCTION ANALYSIS:** Production function - Production function with one & two variables - Isoquants and Isocosts – Marginal Rate of Technical Substitution - Least cost combination of inputs – Cobb-Douglas Production Function – Law of Variable Proportions and Law of Returns to Scale - Economies of scale; **COST ANALYSIS:** Cost Concepts - Short Run vs. Long-Run Costs;

**PROFIT MANAGEMENT:** Meaning of Profit – Role of Profit; **BREAK-EVEN ANALYSIS:** Determination of Break-Even Point (Simple Problems) – Assumptions – Managerial Significance and limitations of Break-Even Analysis.

#### **CASE STUDY: UNIT-III**

**UNIT - IV: MARKET STRUCTURE AND PRICING PRACTICES:** Features and Types of different Competitive Situations – Price-Output Determination in Perfect Competition – Monopoly - Monopolistic Competition and Oligopoly both in the long run and short run; **PRICING PHILOSOPHY:** Pricing methods and Strategies.

#### **CASE STUDY: UNIT-IV**

**UNIT - V: MACROECONOMICS & BUSINESS:** Nature, concept & Measurement of National Income. Classical and Keynesian approaches; Inflation: Types, causes, and measurement of inflation. Philips curve; stagflation; Trade cycles causes and policies to counter trade cycles.

#### **CASE STUDY: UNIT-V**

#### **TEXT BOOKS:**

1. Mehta, P.L.(2016). Managerial Economics - Analysis, Problems, Cases(21<sup>st</sup>Revised Edition). Sultan Chand and Sons.
2. D N Dwivedi, (2015), Managerial Economics, (8<sup>th</sup> Edition). Vikas Publishing House.
3. Joel Dean, Managerial Economics, Prentice Hall India Ltd., 2001.

#### **REFERENCES:**

1. Varshney and Maheswari. Managerial Economics. Sultan Chand and Sons.



2. Wilkinson, Nick. Managerial Economics: A Problem-Solving Approach. Cambridge University Press
3. Peterson, H.C. and W.C.Lewis. Managerial Economics (4<sup>th</sup> Edition). Prentice-Hall of India.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
<b>CO1</b>	1	-	-	-	-	-	-	-	-	-	-
<b>CO2</b>	-	-	3	-	-	-	-	-	-	2	-
<b>CO3</b>	-	-		-	-	-	-	-	-	-	-
<b>CO4</b>	-	-	3	-	-	-	-	-	-	2	-
<b>CO5</b>	2			-	-	-	-	-	-	-	-
<b>Average</b>	<b>1.5</b>	-	<b>3</b>	-	-	-	-	-	-	<b>2</b>	-
<b>Correlation Level of the Course</b>	<b>2</b>	-	<b>3</b>	-	-	-	-	-	-	<b>2</b>	-

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**20CMB04 ACCOUNTING FOR MANAGERS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the concepts and principles of accounting, and apply them in the preparation of the financial statements (Applying).
2. Evaluate the accuracy of the statement of accounts (Evaluating).
3. Assess the financial position of the company by employing the tools and techniques of financial analysis (Evaluating).
4. Use cost and economic analysis for financial decision-making (Applying).

**UNIT - I: INTRODUCTION TO ACCOUNTING:** Meaning – Definition – Scope – Objectives of Accounting - GAAP - Accounting Concepts and conventions - Management Accounting Vs. Cost Accounting vs. Financial Accounting -Importance of Management Accounting.

**CASE STUDY: UNIT-I**

**UNIT - II: ACCOUNTING PROCESS:** Overview - Classification of Accounts - Double Entry System - Books of Original Record-Journal and Subsidiary books – Ledger - Trial Balance- Capital and Revenue Expenditure and Receipts - Final Accounts with adjustments

**CASE STUDY: UNIT-II**

**UNIT - III: FINANCIAL ANALYSIS-I:** Financial Analysis Meaning and Objectives- Comparative Statement Analysis-Common Size Statement- Ratio Analysis: Merits and Demerits, Classification of Ratios- Analysis of Various Ratios.

**CASE STUDY: UNIT-III**

**UNIT - IV: FINANCIAL ANALYSIS-II:** Funds Flow Analysis: Funds from Operations, Sources, and Uses of funds, Preparation of Schedule of Changes in Working Capital-Cash Flow Analysis: Cash from Operations, Preparation of Cash Flow Statement-Difference between Funds flow and Cash Flow- Trend Analysis.

**CASE STUDY: UNIT-IV**

**UNIT - V: COST ANALYSIS:** Classification of costs - Direct and Indirect expenses- Cost Sheet - Application of Marginal Costing - Profit Planning - Concept of CVP Relationship; BEP and their applications.

**CASE STUDY: UNIT-V**

**TEXTBOOKS:**

1. S. N. Maheshwari, Suneel K Maheshwari (2018), Financial Accounting (6<sup>th</sup> Edition), Vikas Publishing House.
2. M.Y. Khan, P.K. Jain (2017), Management Accounting (7th Edition), McGraw Hill Education.
3. Shashi K. Gupta, R.K. Sharma (2017), Management Accounting Principles Practice (14th Edition), Kalyani Publishers.

**REFERENCES:**

1. Asish K. Bhattacharyya. (2016), Financial Accounting For Business Managers (5th Edition), PHI Learning Private Limited.
2. M.A. Sahaf. (2013), Management Accounting: Principles & Practice (3rd Edition),Vikas Publishing House Pvt Ltd.
3. Parashar Banerjee. (2018), Management Accounting (1<sup>st</sup> Edition), Palmview Publishing LLP.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	-	-	-	-	-	3	-	-
CO2	-	-	-	-	-	-	-	-	3	-	-
CO3	-	-	-	-	-	-	-	-	3	-	-
CO4	-	-	-	-	-	-	-	-	3	-	-
Average	-	-	-	-	-	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	-	-	-	-	-	3	-	-

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**20CMB05 INDIAN AND INTERNATIONAL BUSINESS ENVIRONMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Identify key factors and issues affecting businesses (Applying).
2. Analyse the various components of the environment and their impact on businesses (Analysing).
3. Predict the key forces shaping the future business environment (Creating).
4. Relate to the key characteristics of a global business environment (Understanding).

**UNIT-I: INTRODUCTION BUSINESS ENVIRONMENT:** Nature of Business -Scope of Business- Characteristics of Contemporary Business -Business Objectives -Components of Business Environment - Business systems –Process and Classification of Business –Levels of Business Environment-Micro level Environment and Macro level Environment; Understanding the Environment: Environment Analysis- Porter’s five force model-Competitor Analysis

**CASE STUDY: UNIT-I**

**UNIT-II: POLITICAL ENVIRONMENT & CULTURAL ENVIRONMENT:** Introduction -Political Environment and the Economic system -Types of Political Systems -Functions of State -Indian Constitution and Business -Economic Role of Government- **CULTURAL ENVIRONMENT:** Introduction-Business and Society -Business and Culture -Culture and Organizational Behavior -Impact of socio-cultural environment on business.

**CASE STUDY: UNIT-II**

**UNIT-III: ECONOMIC ENVIRONMENT:** Nature of the Economy-structure of the Economy Concept of Economic Systems -Types of economic systems; Economic Policies: Union Budget -Tax structure -Fiscal Policy -Capital market and Money Market –Stock Exchanges and Regulations -Monetary Policy –Foreign

Trade policy –An overview of Industrial policies( 1991& later) -Economic Liberalization -Public sector vis-à-vis Privatization -Private Public Partnership (PPP) –

### **CASE STUDY: UNIT-III**

**UNIT-IV: TECHNOLOGICAL ENVIRONMENT:** Technological Development & Technical Progress - Determinants of Technological Environment-Indian Science & Technology Policy- Objectives & Implementation; **LEGAL ENVIRONMENT:** Introduction-Industrial Acts and Legislations-Laws relating to Intellectual Property Rights-Key Regulations-Arbitrations and conciliation -Laws relating to specific Industries -Laws relating to doing Business Abroad- World Business Council for Sustainable Development(WBCSD) Report

### **CASE STUDY: UNIT-IV**

**UNIT -V: INTERNATIONAL ENVIRONMENT:** Globalization-Features-Economic Impact of globalization-Impact of globalization on business-Technological and cultural-agriculture-education and women; Foreign Direct Investment -Types-WTO -Role & Functions-GATT-Trading Blocks-Balance of Payments -Disequilibrium in BOP-EXIM Policy & Role of EXIM Bank-SEZs.

### **CASE STUDY: UNIT-V**

### **TEXTBOOKS:**

1. Ahmad, Faisal, M.AbsarAlam (2017).Business Environment Indian and global perspective: PHI learning private limited, 2<sup>nd</sup> edition.
2. Daniels.D.John/Sullivan .P Daniel. (2016). International Business environments &Operations (15<sup>th</sup> edition): Pearson Education India.
3. Dhar.P.K. Indian Economy Growing Dimensions(21<sup>th</sup> edition): Kalyani Publishers.
4. Mittal. Business Environment(2<sup>nd</sup> edition): Excel Books.
5. Shaikh Saleem. (2010). Business Environment(2<sup>nd</sup> edition): Pearson Revised Edition.

### **REFERENCES:**

1. Joshi, Rosy & Kapoor Sangam. (2009). Business Environment: Kalyani Publishers.
2. Mishra, S.K. &Puri, V.K. (2000). Economic Environment of business: Himalaya Publishing House.
3. Glueck, William (1988). Business Policy & Strategic Management: TataMcGraw Hill.



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**20CMB06 QUANTITATIVE TECHNIQUES FOR MANAGERS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the key terminologies, concepts, tools, and techniques used mathematical analysis (Understanding).
2. Apply various laws of sets, theorems of permutations and combinations, and concepts in probability to solve business problems (Applying).
3. Explain the basic concepts of statistics and its usefulness in decision making (Understanding).
4. Use and interpret the results of Regression and Correlation Analysis (Applying).

**\*Statistical tables to be allowed in the examinations.**

**UNIT-I MATHEMATICAL EQUATIONS:**

Business equations and graphs: Functions and Graphs - Linear Equations -Quadratic and Cubic Equations - Differentiation and Integration - Cost, Revenue and Profit Functions.

**CASE STUDY: UNIT-I**

**UNIT-II SET THEORY, PERMUTATIONS AND COMBINATIONS:**

Set theory: Definition of set, Presentation of sets, Different types of sets-Null set, Finite and Infinite sets, Universal set, Subset, Power set: Set operations, Law of algebra of sets; Permutations and Combinations: Definition, Factorial notation, Theorems on combination, Basic identities, Restricted combinations, Basic identities, Restricted combinations.

**CASE STUDY: UNIT-II**

### **UNIT-III: INTRODUCTION TO PROBABILITY & PROBABILITY DISTRIBUTIONS:**

Concepts and Definitions of Probability; Additive and Multiplicative theorems; Marginal, Conditional and Joint Probabilities; Baye's theorem and its applications Probability Distributions-Binomial-Poisson – Normal.

#### **CASE STUDY: UNIT-III**

**UNIT –IV: INTRODUCTION TO STATISTICS:** Applications of Statistics in various Disciplines and limitations of statistics; Data-types of data source and Presenting data in Tables and Charts; descriptive statistics-Mean, Median and Mode, standard deviation.

#### **CASE STUDY: UNIT-IV**

**UNIT-V: CORRELATION & REGRESSION ANALYSIS:** Types of Correlation-Correlation Coefficient and their properties-Rank Correlation Coefficient-Meaning of Regression -Regression equations-Properties of Regression Coefficient; Time Series: Utility of time series –Components -Measurement of trend through Method of least Squares-Linear and Parabola -Moving averages.

#### **CASE STUDY: UNIT-V**

#### **TEXTBOOKS:**

1. S.P.Gupta & M.P.Gupta (2014). Business Statistics (18<sup>th</sup>Revised Edition). New Delhi: Sultan Chand & Sons
2. Richard I. Levin &David S.Rubin: Statistics for Management (8<sup>th</sup> Edition) ,Pearson Education
3. Anderson, Sweeney, Williams, Camm & Cochran. Statistics for Business and Economics (12<sup>th</sup>edition).New Delhi: Cengage Learning.

#### **REFERENCES:**

1. S.C.Gupta, V.K.Kapoor. Fundamentals of Applied Statistics. New Delhi: Sultan Chand and Sons
2. Beri,G.C: Business Statistics,Tata McGraw hill
3. N.D.Vohra (2006). Quantitative Techniques in Management. New Delhi: Tata-McGraw Hill Private Limited.
4. R P Hooda, Introduction to Statistics. Macmillan Publishers India Ltd.



<b>COs/POs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>
<b>C01</b>	-	-	-	2	1	-	-	-	-	-	-
<b>C02</b>	-	-	-	2	3	-	-	-	-	-	-
<b>C03</b>	-	-	-	2	3	-	-	-	-	-	-
<b>C04</b>	-	-	-	3	2	-	-	-	-	-	-
<b>Average</b>	-	-	-	<b>3</b>	<b>3</b>	-	-	-	-	-	-
<b>Correlation Level of the Course</b>	-	-	-	<b>3</b>	<b>3</b>	-	-	-	-	-	-

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**20CMB07 BUSINESS COMMUNICATION: THEORY AND PRACTICE (LAB)**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Relate to the various concepts and processes in business communication (Remembering).
2. Explain the concepts related to workplace communication and ways to make it effective (Understanding).
3. Develop effective written communication skills and presentation skills required for effective business engagement (Creating).
4. Make use of digital tools for effective communication in business (Applying).

**UNIT - I: BASICS OF BUSINESS COMMUNICATION & COMPREHENSION:** Meaning, Definitions & Importance of communication; Features of Communication- - Process of Communication- Principles of Communication; Barriers to communication & Overcoming barriers to communication; skimming, inferring meaning, critical reading, effective googling & Using keywords .

**CASE STUDY: UNIT-I**

**UNIT - II: COMMUNICATION AT WORKPLACE:** Communication networks, Formal communication networks - Downward communication, upward communication- Horizontal communication- Informal communication networks; Grapevine- Listening skills- importance, needs, principles of listening.

**CASE STUDY: UNIT-II**

**UNIT - III: WRITTEN COMMUNICATION:** Principles of Letter Writing - Structure and layout of letters- Sales letters - Claim and Adjustment letters- Credit and Collection letters - Circular letters, Memorandum; Notices, Agenda and Minutes- Drafting Memos- Method of writing- notices- Agenda and Minutes of the meetings- Report writing - Types of reports - Importance of reports - Structure of reports.

**CASE STUDY: UNIT-III**

**UNIT - IV: NON-VERBAL COMMUNICATION:** Significance – Types of Non-verbal Communication; **PRESENTATION SKILLS:** Techniques of presentation – Types of presentation – Oral Presentation - Visual Aids, Guidelines for effective Presentation.

**CASE STUDY: UNIT-IV**

**UNIT - V: TOOLS FOR PROFILE BUILDING:** Resume building: Essentials of Resume, Resume Writing, Job Search and Resumes in the digital age; **INTERVIEW:** Principles of interview - Styles of interviewing, Types of Interview; **NEGOTIATION SKILLS:** Definition – types –tips for successful negotiation.

**CASE STUDY: UNIT-V**

**TEXTBOOKS:**

1. Raymond, V.L. & Marie, E.F. (2009). Basic Business Communication (11<sup>th</sup> edition). New Delhi: Tata McGraw Hill Publishing Company Ltd.
2. Rai, U. & Rai, M.S. (2009). Managerial Communication (9<sup>th</sup> edition). New Delhi: Himalaya Publishing House.
3. Ober, S. & Newman, A. (2017). Communicating in Business (8<sup>th</sup> edition). New Delhi: Cengage India Private Limited

**REFERENCES:**

1. Meenakshi Raman and Prakash Singh (2012). Business Communication. Oxford University Press.
2. Dr. C.S.G. Krishnamacharyulu and Dr.LalithaRamakrishnan (2011). Business communication. New Delhi: Himalaya Publishing House.
3. Rebecca Moore Howard, Writing Matters, 3e, Mc Graw Hill Education, 2018.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	-		-	-	-	-	-	-	-	-
CO2	-	-	3	-	-	-	-	-	-	2	-
CO3	-	-		-	-	-	-	-	-	-	-
CO4	-	-	3	-	-	-	-	-	-	2	-
CO5	2	-		-	-	-	-	-	-		-
<b>Average</b>	<b>1.5</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>



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**20CMB08 BUSINESS ETHICS AND SOCIAL RESPONSIBILITY**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the importance of ethics and its relevance in the organizational context (Understanding).
2. Discuss various ethical theories and apply them to resolve ethical dilemmas arising in the business context (Creating).
3. Explain the institutional perspectives concerning business ethics, and list some of the codes and best practices of ethical organizations (Understanding).
4. Explain the relationship between ethics, morals and values in the workplace (Understanding).
5. Discuss the ethical issues involved in globalization, and also identify the reasons for unethical behaviour among business organizations (Creating).

**UNIT - I:** Origin-Meaning-Definition-Importance-Concepts-Theories-Need- Values and morals- Management and Ethics.

**CASE STUDY: UNIT-I**

**UNIT - II:** Evolution of Ethics and their relation to values- Norms, Morals- Nature of Ethics and Relevance to Business- Virtue theory- Utilitarianism and its Applications to Business- Rights; Justice- Profit Maximization.

**CASE STUDY: UNIT-II**

**UNIT - III:** Business Ethics; relevance of values in Management; Holistic approach for managers in decision-making; secular Vs. spiritual values in Management; Ethical relativism; whistle blowing; stress in corporate management.

**CASE STUDY: UNIT-III**

**UNIT - IV:** Management of ethics; Role of organizational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers and the CEO; Communicating Ethics; Ethical Audit.

**CASE STUDY: UNIT-IV**

**UNIT - V:** Globalization and Ethics – Reasons for Unethical Practices among Corporations – Development of Capital Markets – Major Scams –Reasons for Unethical practices – Various studies on Ethical Attitudes of Managers.

**CASE STUDY: UNIT-V**

**TEXTBOOKS:**

1. Biswanath Ghosh, Ethics in Management and Indian Ethos (2<sup>nd</sup> edition), Vikas, New Delhi, 20
2. B.L. Bajpai, Indian Ethos and Modern Management (3<sup>rd</sup> revised & enlarged edition), New Royal Book Co., Lucknow, 2011.

**REFERENCES:**

1. Chakraborty, S.K., Ethics in Management Vedantic Perspectives, Oxford University Press New Delhi, 1995.
2. John R Boatright, Ethics and the Conduct of Business, Pearson Education, New Delhi, 2005.
3. S. Balachandran, KCR Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers New Delhi, 2012.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-	-	3	3	-	-	-
CO2	-	-	-	2	-	-		3	-	-	-
CO3	-	-	-	2	-	-	2	3	-	-	-
CO4	-	-	-	2	-	-	2	3	-	2	-
CO5	-	-	-	2	-	-	3	3	-	-	-
Average	-	-	-	2	-	-	2.5	3	-	2	-
Correlation Level of the Course	-	-	-	2	-	-	3	3	-	2	-

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	<b>0</b>	<b>0</b>	<b>4</b>	<b>3</b>

**20CMB09 SEMINAR ON CONTEMPORARY ISSUES IN MANAGEMENT**

The objective of the seminar is to critically evaluate the understanding of the students with respect to contemporary issues in management and also evaluate his/her analytical skills, communication skills and presentation skills.

Students are required to present a seminar on any contemporary issues in management.

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	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB10 HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Demonstrate the understanding of theoretical concepts and framework required for effective Human Resource Management (Understanding).
2. Explain the various functions and processes of human resource management (Understanding).
3. Identify the human resource needs of an organization and plan accordingly (Applying).
4. Outline the existing regulatory mechanisms for wage and salary administration, and provisions for the settlement of industrial disputes (Understanding).
5. List various legislations pertaining to social security and safety measures to be enforced at workplace (Remembering).

**UNIT – I: Introduction of Human Resources Management:** Concept- Nature and scope of HRM - Evolution of the HRM concept and Growth in India – basic functions of Human Resource Management- Job Analysis – Job Description - Job Specification- Human Resource Planning-Recruitment - Selection and Induction.

**CASE STUDY: UNIT-I**

**UNIT – II: moment of employees:** Concept, Employee Training process, and Methods - Performance Appraisal- Concept of Performance, Performance Management, Methods of Performance Appraisal.

**CASE STUDY: UNIT-II**

**UNIT – III: Compensation and Reward Management:** Bases for Wage and Salary – Factors affecting wages and salary level, Incentive Schemes –Types of Employee Benefits- Introduction to compensation management, Components of employee and executive compensation, Recent trends in compensations management.

**CASE STUDY: UNIT-III**

**UNIT – IV: Industrial Relations:** Concept – Collective Bargaining- Trade Union- Workers' Participation and Empowerment - Industrial Disputes - Employee grievances and Discipline- Social Security -Welfare and Recreational Facilities-Employees Safety and Health at work- Industrial



Accidents.

**CASE STUDY: UNIT-IV**

**UNIT – V Contemporary issues in HRM:** HR Audit- Nature and Scope –Approaches to HR Audit - Human Resource Information System: Introduction, Concept, Components, Types- HR Practices in Global Organisations-Artificial Intelligence in HRM.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Michael Armstrong (2014). Human Resource Management Practice.Daryaganj, Delhi: Kogan Page, 14thedition.
2. P.Subba Rao (2012). Human Resource Management (7<sup>th</sup> edition).Bombay: Himalaya Publishing house, 7<sup>th</sup> edition.
3. Gary Dessler ( 2004) Human Resource management(10<sup>th</sup>edition). New Delhi: Prentice Hall.

**REFERENCES:**

1. Wayne F Cascio (1998) Managing Human Resources. New Delhi: Tata Mc. Graw Hill.
2. VSP Rao (2013).Human Resource Management (3<sup>rd</sup> edition). New Delhi: Excel Books Pvt. Ltd.
3. K.Aswatappa. Human Resource Management (8<sup>th</sup>edition).New Delhi: Tata McGraw Hill.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	-	1	-	-	3	-	-	2	-
CO2	-	-	-	2	-	-	3	-	-	1	-
CO3	-	-	-	1	-	-		-	-	3	-
CO4	-	-	-		3	-	1	-	-	2	-
CO5	-	-	-	2	-	-		-	-	-	-
Average	-	1	-	1.5	-	-	2.3	-	-	2	-
Correlation Level of the Course	-	1	-	2	-	-	3	-	-	2	-

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	<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>

**20CMB11 FINANCIAL MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the theoretical concepts and outline the strategies to maximize the value of the firm (Understanding)
2. Measure cost of capital and consider better project implementation through budgeting methods (Evaluating).
3. Apply theories of capital structure and understand its impact on dividend decisions (Applying).
4. Estimate the fund requirements of an organization (Evaluating).
5. Identify the factors that determine the working capital and operating cycles (Applying).

**UNIT - I: INTRODUCTION TO FINANCIAL MANAGEMENT:** Nature and scope- Finance functions- Roles and responsibilities of the Finance Manager-Objective of financial management– Sources of Finance –Time Value of Money-Risk Return Analysis.

**CASE STUDY: UNIT-I**

**UNIT - II: COST OF CAPITAL:** Components of Cost of Capital – Cost of Debt-Cost of Equity – Cost of preference capital – Cost of retained earnings – WACC.**CAPITAL BUDGETING:** Introduction and Importance-Techniques-Traditional Methods and Discounted Cash Flow Methods.

**CASE STUDY: UNIT-II**

**UNIT - III: CAPITAL STRUCTURE DECISIONS:** Capital Structure Vs Financial Structure – Capitalization- Leverage– Concept and Types - EBIT – EPS analysis- Indifference Point / Break Even Analysis of Financial Leverage. **CAPITAL STRUCTURE THEORIES:** Net Income approach – Net operating income approach – Traditional view – MM Hypothesis.

**CASE STUDY: UNIT-III**

**UNIT - IV: DIVIDEND DECISIONS:** Major Forms of Dividends – Factors determining Dividend Policy -Dividend Theories - Relevance of dividends – Irrelevance of Dividends - Declaration and payment of dividends.

## CASE STUDY: UNIT-IV

**UNIT - V: WORKING CAPITAL MANAGEMENT-:** Concepts and Components of Working Capital- Factors determining the working capital- Operating cycle approaches; **MANAGEMENT OF CASH:** Nature-Motives-Objectives of cash management- Cash budget- Cash Management techniques/processes; **MANAGEMENT OF RECEIVABLES:** Objectives- Credit policies-Credit terms-Collection policies; **MANAGEMENT OF INVENTORY:** Meaning-Objectives- Components- Techniques of Inventory Management.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. I M Pandey (2015), Financial Management (11<sup>th</sup> Edition), Vikas Publishing House Pvt Ltd.
2. PrasaanaChandra (2015), Financial Management (9<sup>th</sup> Edition), Mc Graw Hill.
3. M. Y. Khan , P. K. Jain(2018), Financial Management(8<sup>th</sup> Edition), Mc Graw Hill.

### REFERENCES:

1. Rajesh Kothari (2016), Financial Management: A Contemporary Approach, Sage Publications, 1<sup>st</sup> Edition.
2. Sumit Gulati, Y. P. Singh (2014), Financial Management, MC Graw Hill, 1<sup>st</sup> Edition.
3. D. Chandra Bose (2011), Fundamentals of Financial Management, PHI Learning Private Limited 2<sup>nd</sup> Edition.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-	-	-	-	3	-	-
CO2	-	-	-	2	2	-	-	-	3	-	-
CO3	-	-	-	2	2	-	-	-	3	-	-
CO4	-	-	-	2	2	-	-	-	3	-	-
CO5	-	-	-	2	2	-	-	-	3	-	-
Average	-	-	-	2	2	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	2	2	-	-	-	3	-	-

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	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB12 MARKETING MANAGEMENT**

**COURSE OUTCOMES**

After completion of the course, the students will be able to

- 1.Explain the various concepts of marketing theory and relate them to day-to-day practice (Understanding).
- 2.Analyse the marketing environment of a firm and formulate appropriate marketing strategies (Analyzing).
- 3.Formulate segmentation, targeting, and positioning strategies (Creating).
- 4.Adopt the marketing mix strategies that are best suited to the businesses (Creating).
- 5.Develop a comprehensive marketing plan for business organizations (Creating).

**UNIT-I: INTRODUCTION TO MARKETING MANAGEMENT:** Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions, and Importance of Marketing, Marketing Orientations; **MARKETING PROCESS:** Marketing Mix- Developing an Effective Marketing Mix.

**CASE STUDY: UNIT-I**

**UNIT-II: SEGMENTATION, TARGETING AND POSITIONING:** Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P); **PRODUCT MANAGEMENT:** Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, New Product Development, Product Life Cycle (PLC) and Strategies; **BRAND AND BRANDING STRATEGY:** Introduction to Brand and Branding, Brand Equity, Brand Positioning.

**CASE STUDY: UNIT-II**

**UNIT-III: PRICING:** Factors Affecting Price Decisions, Cost-Based Pricing, Value-Based and Competition Based Pricing, Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes; **DISTRIBUTION MANAGEMENT:** Need for Marketing

Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Retailing, Wholesaling.

**CASE STUDY: UNIT-III**

**UNIT – IV: CONSUMER BUYING BEHAVIOR:** Characteristics, Types of Buying Decision

Behaviour: Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behavior Models; **BUSINESS BUYER BEHAVIOUR:** Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Factors that Influence Business Buyers, Steps in Business Buying Process.

**CASE STUDY: UNIT-IV**

**UNIT – V: PROMOTION MANAGEMENT AND DEVELOPMENTS OF MARKETING:**

Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Promotion Mix; **ISSUES AND DEVELOPMENTS IN MARKETING:** Introduction to Social, ethical and legal aspects of marketing, Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Philip Kotler, Gray Armstrong (2016), Principles of Marketing (15<sup>th</sup> edition), Pearson Education.
2. Rajan Saxena (2012), Marketing Management (3<sup>rd</sup> edition), Tata Mc Graw Hill.
3. Arun Kumar & N. Meenakshi (2012), Marketing Management (3<sup>rd</sup> edition), Vikas publications.

**REFERENCES:**

1. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, a South Asian Perspective Cengage Learning, 2016.
2. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
3. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	2	-	-	-	-	-	-	-
CO2	1		3	2	-	-	-	-	-	1	-
CO3	-	-	3	2	-	-	-	-	-	1	-
CO4	-	-	3	2	-	-	-	-	-	1	-
CO5	-	-	3	2	-	-	-	-	-	2	-

<b>Average</b>	<b>1</b>	-	<b>3</b>	<b>2</b>	-	-	-	-	-	<b>1.25</b>	-
<b>Correlation Level of the Course</b>	<b>1</b>	-	<b>3</b>	<b>2</b>	-	-	-	-	-	<b>1</b>	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**  
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<b>MBA – II SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>

**20CMB13 PRODUCTION AND OPERATION MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the key concepts in the production and operations management of a firm (Understanding).
2. Justify the selection of the plant location and layout (Evaluating).
3. Schedule and sequence the production of products and services (Applying).
4. Utilize the concepts of material management and quality management (Applying)
5. Explain various concepts related to statistical quality control (Understanding).

**UNIT - I: INTRODUCTION TO PRODUCTION AND OPERATIONS:** Definition, Concept, Significance, and Functions of Production and Operations System; Evolution from manufacturing to operations management; Recent trends in manufacturing; Types of Production Systems; Operations Management and Strategy.

**CASE STUDY: UNIT-I**

**UNIT - II: DEMAND FORECASTING AND FACILITY PLANNING:** Demand Forecasting – Need and Importance, Process, Methods of demand forecasting; Facility Location – Factors and Theories; Facility Layout – Principles and Types; Capacity Planning –Long-range, Types, Capacity Requirement Planning.

**CASE STUDY: UNIT-II**

**UNIT – III:PRODUCTION PLANNING AND CONTROL:** Role and Functions of Production Planning and Control; Aggregate Production Planning – Alternatives for managing Demand and Supply, Master Production Schedule; Overview of MRP, MRP-II, ERP.

**CASE STUDY: UNIT-III**

**UNIT – IV: SCHEDULING AND SEQUENCING:** Approaches of scheduling, Sequencing rules, Sequencing of jobs in 1 machine, 2 machines, 3 machines using Johnson’s method (simple problems), Gantt Charts.

**INVENTORY CONTROL:** Concept, need and types of inventory; Models of Inventory: EOQ, ABC

Analysis,VED, HML, FSN Analysis.

**CASE STUDY: UNIT-IV**

**UNIT – V: MATERIALS MANAGEMENT AND QUALITY MANAGEMENT:** Need, Importance, and Objectives of Materials Management; Purchasing – Objectives, purchasing process. Quality – Definition, Principles, and contributions of Deming, Juran, Crosby to Quality Improvement, Overview of Six Sigma, TQM, and JIT.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Aswathappa, K. & Shridhara Bhat, K. (2010). Production and Operations Management (6<sup>th</sup> Edition), Himalaya Publishing House.
2. Pannerselvam, R. (2013). Production and Operations Management (3<sup>rd</sup> Edition), Prentice Hall India.
3. Norman Gaither, & Gregory Frazier. (2006). Operations Management (9<sup>th</sup> Edition), South Western Cengage Learning.

**REFERENCES:**

1. Kanishka Bedi. (2007). Production and Operations Management, Oxford University Press.
2. Russel & Taylor. (2010). Operations Management, Wiley, 7th Edition.
3. Chary S. N. (2008). Production and Operations Management, Tata McGraw Hill, 5th Edition.
4. Mahadevan, B. (2010). Operations Management Theory and practice, Pearson Education, 2nd edition.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-	-	-	-	-	3	-
CO2	-	-	-	-	-	-	-	-	-	3	-
CO3	-	-	-	2	2	-	-	-	-	1	-
CO4	-	-	2	2		-	-	-	-	1	-
CO5	-	-	2	2		-	-	-	-	-	-
Average	-	-	2	2	2	-	-	-	-	2	-
Correlation Level of the Course	-	-	2	2	2	-	-	-	-	2	-



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<b>MBA –II SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB14 STRATEGIC MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain concepts, frameworks, and tools used in strategic management (Understanding).
2. Examine the key ideas in strategy formulation, implementation, and control in organizations (Analysing).
3. Interpret complex business issues and ascertain their causes and effects through the application of appropriate strategic management tools (Applying).
4. To explain the implications of structure, culture, and operations on the strategic management of organizations (Understanding).

**UNIT – I: INTRODUCTION:** Concepts in Strategic Management – Strategic Management process - Developing Strategic Vision, Mission, Objectives, Policies, -Stakeholders in business- Environmental scanning: Industry and Competitive Analysis- Porter’s Five Force Model.

**CASE STUDY: UNIT-I**

**UNIT - II: STRATEGIC ANALYSIS AND CHOICE: TOOLS AND TECHNIQUES:**

Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - Concepts of Core Competence – Distinctive Competencies- SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model –BCG Matrix- TOWS matrix- Balanced Score Card-Lead and lag indicators.

**CASE STUDY: UNIT-II**

**UNIT-III: STRATEGY FORMULATION:** Resources- Capabilities and competencies - Generic Building Blocks of Competitive Advantage- Distinctive Competencies- Formulation of strategies at corporate, business and functional levels.

**CASE STUDY: UNIT-III**

**UNIT – IV: TYPES OF STRATEGIES:** Corporate-Level Strategies- Stability Strategies,

Expansion Strategies, Retrenchment Strategies, Combination Strategies- Business level Strategies- Tactics for Business Strategies-Functional Level Strategies.

**CASE STUDY: UNIT-IV**

**UNIT – V: STRATEGY IMPLEMENTATION AND CONTROL:** Strategy and Structure, Strategy and Leadership, Strategy evaluation and control, Establishing strategic controls- Avoiding failures- Role of the strategist- benchmarking to evaluate performance - Guidelines for Proper control- Strategic surveillance.

**CASE STUDY: UNIT-V**

**TEXTBOOKS:**

1. Adria H Aberberg and Alison Rieple (2008), Strategic Management - Theory &Application (3<sup>rd</sup> Edition).Oxford U Press.
2. Charles W.L.Hill and Gareth R.Jones (2012).Strategic Management: An Integrated approach (9<sup>th</sup>Edition). Cengage Learning.
3. AzharKazmi (2002), Business Policy and Strategic Management (3<sup>rd</sup> Edition).New Delhi: Tata Mc Graw Hill.

**REFERENCES:**

1. Arthur A.Thompson, A.J. Strickland, John E.Gamble, ArunK.Jain (2010), Crafting and Executing Strategy: Concepts and Cases (16<sup>th</sup>Edition).New Delhi: Tata Mc Graw Hill.
2. Fred R. David (2008), Strategic Management Concepts and Cases (12<sup>th</sup>Edition). PHI Learning.
3. Wheelen & Hunger(2008), Concepts in Strategic Management and Business Policy(10<sup>th</sup>Edition). New Delhi: Pearson Education.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
<b>CO1</b>	-	-	-	3	1	-	-	-	-	2	-
<b>CO2</b>	-	-	-	3	-	1	-	-	-	2	-
<b>CO3</b>	-	-	-	2	3	-	-	-	-	1	-
<b>CO4</b>	-	-	-	1		-	-	-	-	2	-
<b>CO5</b>	-	-	-	3	1	-	-	-	-	2	-
<b>Average</b>	-	-	-	<b>2.4</b>	<b>1.6</b>	<b>1</b>	-	-	-	<b>1.8</b>	-
<b>Correlation Level of the Course</b>	-	-	-	<b>3</b>	<b>2</b>	<b>1</b>	-	-	-	<b>2</b>	-

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**MBA – II SEMESTER**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>

**20CMB15 OPERATIONS RESEARCH**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the various concepts of Operations Research (Understanding).
2. Use the various tools of Operations Research for effective decision making (Applying).
3. Apply various techniques of optimization in business decision making (Applying).
4. Explain the understanding of the concepts of goal programming and network analysis (Understanding).
5. Identify Critical Path and illustrate the Probability of Completing the project within given time (Applying).

**UNIT- I: INTRODUCTION TO OPERATIONS RESEARCH:**

Origin – Nature – Definitions; Managerial applications and limitations of OR; Phases of OR study;

**LINEAR PROGRAMMING:** Formulation of LPP –Solution by Graphical method – Simplex method.

**UNIT –II: TRANSPORTATION PROBLEMS:**

Mathematical Model – Different methods of finding initial solution – Tests of Optimality – Degeneracy – Maximization transportation problem; **ASSIGNMENT PROBLEMS:** Mathematical Model – Solutions of Assignment Problem –Travelling Salesman Method.

**UNIT- III: GAME THEORY:**

Introduction –Two People zero sum Games – Pure Strategies –Mixed Strategies – Solution methods without Saddle point; **DECISION THEORY:** Steps of Decision making process – Types of decision making environment – Decision Tree Analysis.

**UNIT- IV:QUEUING THEORY:**

Queuing Structure and basic components of queuing model- Distributions in Queuing model- Differences in Queuing model with FCFS- Queuing Discipline- Single and multiple service station with finite and infinite population.

**UNIT- V: P.E.R.T. & C.P.M. AND REPLACEMENT MODEL:**

Drawing networks-Identifying Critical Path-Probability of Completing the project within given time-  
 Project Crashing-Optimum cost and Optimum duration; **SIMULATION**: Nature and Scope – Applications  
 –Types of Simulation – Random Numbers – Inventory Example.

**TEXT BOOKS:**

1. Project Management Institute. (2017). A Guide to the Project Management Body of Knowledge (PMBOK® Guide). Newtown Square, PA: Project Management Institute.
2. Larson, E.W. & Gray, C.F. (2017). Project Management: The Managerial Process. New York: McGraw-Hill/Irwin.
3. Horine, G.M. (2017).Project Management: Absolute Beginner’s Guide. Indianapolis: Que Publishing.

**REFERENCES:**

1. Nicholas, J.M. & Steyn, H. (2012).Project Management for Engineering, Business and Technology.New York: Routledge.
2. Verzuh, E. (2015). The Fast Forward MBA in Project Management.New Jersey: John Wiley & Sons, Inc.
3. Schmidt, T. (2009).Strategic project Management Made Simple: Practical Tools for Leaders and Teams.New Jersey: John Wiley & Sons, Inc.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	-	-	-	-	-	3	-
CO2	-	-	-	2	2	-	-	-	-	3	-
CO3	-	-	-	1	2	-	-	-	-	3	-
CO4	-	-	-	1	2	-	-	-	-	2	-
Average	-	-	-	1.5	2	-	-	-	-	2.75	-
Correlation Level of the Course	-	-	-	2	2	-	-	-	-	3	-

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<b>MBA –II SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB16 ENTREPRENEURSHIP AND INNOVATION**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the key ideas associated with entrepreneurship development (Understanding).
2. Explain the role of government policies in the entrepreneurship development (Understanding).
3. Outline the institutional support mechanism available for entrepreneurs in our country (Understanding).
4. Explain the implications of innovation framework in new product development (Understanding).

**UNIT – I: INTRODUCTION:** Meaning and Definition of Entrepreneur and Entrepreneurship; Characteristics of Entrepreneur -Functions of Entrepreneur -Attitude and leadership of Entrepreneur– Entrepreneur Vs Manager –Role of Entrepreneurship in Economic Development.

**CASE STUDY: UNIT-I**

**UNIT – II: ENTREPRENEURSHIP DEVELOPMENT AND MOTIVATION:** Economic and non-Economic Factors affecting Entrepreneurship Development –Government actions -Entrepreneurship and environment-Policies governing entrepreneurs;- Entrepreneurial Motivation -competencies and Mobility – Entrepreneurship Development Programmes (EDPs)

**CASE STUDY: UNIT-II**

**UNIT – III: MICRO, SMALL AND MEDIUM ENTERPRISES(MSMEs) AND INSTITUTIONAL FINANCE:** Objectives, Characteristics, and Importance of MSMEs in Indian Economic Development – Role of MSMEs during Planning Era –New Small Enterprise Policy 1991 –Policies and Programmes for Promoting MSMEs Working of MSMEs –Drawbacks and problems of MSMEs –Prospects and Opportunities of MSMEs. Need of Institutional Infrastructure for MSMEs –Role of commercial Banks, IDBI, SFC, NABARD, SIDO, NSIC, NISIET, NIESBUD, NRDC, SIDBI, DIC, SIDCs for development of

MSMEs

**CASE STUDY: UNIT-III**

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

**CASE STUDY: UNIT-IV**

**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.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. JaynalUd-din Ahmed & Khundrakpam Devananda Singh. (2015) Entrepreneurship Development issues & perspectives (1<sup>st</sup> edition): New Century Publications.
2. Rameswari Pandya.(2016). Skill Development &Entrepreneurship in India: New Century Publications.
3. Holt. David. H. (2016).Entrepreneurship. New Venture Creation (1<sup>st</sup>edition). New Delhi: Pearson Education India.
4. Khanka S.S., (2015) Entrepreneurial Development(1<sup>st</sup> edition). New Delhi: S. Chand & Company Ltd.
5. Vinnie Jauhari, Sudanshu Bhushan. (2014) Innovation Management (2<sup>nd</sup> edition), Oxford Higher Education, 2014.
6. C. S. G. Krishnamacharyulu, R. Lalitha. (2010) Innovation Management (1<sup>st</sup> edition), Himalaya Publishing House.

**REFERENCES:**

1. Vasanth Desai. (2012). The Dynamics of Entrepreneurial Development & Management: HPH.
2. Robert D.Hisrich& Mathew J. Manimala. Entrepreneurship Mc Graw Hill education
3. Kuratko D. F., Rao T. V., “Entrepreneurship: A South Asian Perspective” –Cengage Learning.

<b>COs/POs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>
<b>CO1</b>	-	-	-	1	-	-	2	-	-	3	-
<b>CO2</b>	-	-	-	1	-	-	3	-	-	2	1
<b>CO3</b>	-	-	-		2	-	2	-	-	3	-
<b>CO4</b>	1	-	-	2	-	-		-	-	2	-
<b>Average</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1.3</b>	<b>2</b>	<b>-</b>	<b>2.3</b>	<b>-</b>	<b>-</b>	<b>2.5</b>	<b>1</b>
<b>Correlation Level of the Course</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>1</b>

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**MBA – II SEMESTER**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>

**20CMB17 BUSINESS RESEARCH METHODOLOGY**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the concepts, objectives, and process of business research (Understanding).
2. Formulate the research problem and develop a sufficiently coherent research design (Creating).
3. Identify the measuring and scaling procedure used in research (Applying).
4. Use statistical tools for descriptive and inferential analysis (Applying).
5. Outline the key elements of report writing (Remembering).

**UNIT – I: INTRODUCTION TO BUSINESS RESEARCH:** Meaning, Scope and Significance, Characteristics of Good Research, Types of Research, Ethical issues in Business Research, Research Process, Identifying Research Problem, Concepts, Constructs, Variables, Proposition, and Theoretical framework.

**CASE STUDY: UNIT-I**

**UNIT – II: RESEARCH FORMULATION AND DESIGNING:** Defining and formulating the research problem-Selecting the problem, Literature review-Importance of literature review in defining a problem-Sources of collecting reviews, Development of working hypothesis, Research design-Basic Principles, Need of research design- Types of research design-Descriptive, Exploratory, Experimental.

**CASE STUDY: UNIT-II**

**UNIT – III: DATA COLLECTION:** Sources-Primary data merits and demerits -Sources of primary data, Secondary data, Merits and demerits and its sources, Tools for Data Collection, Sampling design and sampling procedures, Constructing Questionnaire, Reliability and Validity, Pilot Study, Measurement and Scaling-Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale –Schematic Differential Scale.

**CASE STUDY: UNIT-III**



**UNIT – IV: DATA ANALYSIS (CONCEPTUAL FRAMEWORK):** Parametric Test - T-test, Ftest, and Z test - Non-Parametric Test – How to select a test – Chi-Square test, U Test, KruskalWallis, Sign test- Correlation and Regression analyses. Multivariate Analysis – Factor analysis, Cluster analysis, MDS, Discriminate Analysis.

**CASE STUDY: UNIT-IV**

**UNIT – V: REPORTING AND THESIS WRITING:** Structure and components of a research report, Types of report, Different steps in the preparation, Language of typical reports Illustrations and tables - Bibliography, referencing and footnotes - Oral presentation –Planning – Preparation – Practice – Making presentation – Use of visual aids - Importance of effective communication

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Donald R Cooper and Pamela S Schindler (2009). Business Research Methods (9<sup>th</sup> edition). New Delhi: Tata McGraw-Hill Publishing Company Limited.
2. William G. Zikmund (2008), Business Research Methods (7<sup>th</sup> dition). Cengage Learning India Pvt Ltd.

**REFERENCES:**

1. Wilkinson T. S. & Bhandarkar P. L. (2003). Methodology and Techniques of Social Research (2<sup>nd</sup> Edition). Mumbai: Himalaya Publishing House.
2. Kothari C.R. (2014). Research Methodology – Methods and Techniques (3<sup>rd</sup> Edition). New Delhi: New age international Publishers Limited.
3. Uma Sekaran (2009). Research Methods for Business (4<sup>th</sup> Edition). Wiley India Publications.
4. A.N. Sadhu, Amarjitsingh, Research methodology in social sciences (7<sup>th</sup> Edition) Himalaya Publications.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	3	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY  
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**MBA –II SEMESTER**

**L T P C**

**20CMB18 INTRODUCTION TO BUSINESS ANALYTICS (LAB)**

**1 0 3 3**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Apply the tools and techniques of business analytics to solve business problems (Applying).
2. Identify the practices for scalable and reliable Excel-based reporting and analysis (Applying).
3. Examine the strengths and weaknesses of alternative strategies for collecting, analyzing, and interpreting data (Analyzing).
4. Analyze the data by using R programming (Analyzing).

**UNIT - I: MS-EXCEL:** Basics of MS Excel- Overview of Toolbars- Gridlines- Lookup- Index- Formatting Cells- Summation – Auto fill- Formatting Text – Conditional Formatting.

**UNIT - II: ADVANCED TECHNIQUES:** Functions- Array Formulae-Tables- Filters-Sorting- Totals- Subtotals; Managing windows- Multiple windows- Splitting windows; Tables-Range.

**UNIT - III: TOOLS:** Freezing panes-Linking data with MS-Access –Tool pack-Goal Seek- Pivot table- Import Multiple relation model-Charting- Macros – Chart – Advanced chart techniques: Break-even lines and waterfall charts - Pictures in chart columns Crystal report –Forms.

**UNIT - IV: INTRODUCTION TO THE R LANGUAGE:** SAS versus R - R, S, and S-plus-Obtaining and managing R -Objects- types of objects – classes; creating and accessing objects; Arithmetic and matrix operations; Introduction to functions.

**MORE DETAILS ON WORKING WITH R:** Reading and writing data - R libraries -Functions and R programming- the if-statement – looping for repeat- while-writing functions-function arguments and options.

**UNIT - V: GRAPHICS:** Basic plotting - Manipulating the plotting window -Advanced plotting using lattice - library - Saving plots; Standard statistical models in R:Model formulae and model options - Output and extraction from fitted models-Models considered-Linear regression: lm()– Logistic regression :glm().

**TEXTBOOKS:**

1. Jordan Goldneior. Advanced Excel Essentials.
2. John walkenbach. Excel 2013 Bible.

**REFERENCES:**

1. Conrad Colberg. Productive Analytics: Micro Excel.
2. Bob umlas. Excel outside the box.
3. Nina Zumel. Practical Data science with R.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	3	-	-	-	-	-	-
CO2	-	-	-	2	2	-	-	-	-	-	-
CO3	-	-	-	2	3	-	-	-	-	-	-
CO4	-	-	-	2	1	-	-	-	-	-	-
Average	-	-	-	2	2.25	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	2	2	-	-	-	-	-	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB19 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the various concepts of securities and steps involved investment process.
2. Analyze Economic, Industry and Company factors and implement the best investment decisions.
3. Identify the effective price of securities by using appropriate models.
4. Examine the future price of security market using technical indicators.
5. Estimate the portfolio performance by using various analysis tools.

**UNIT-I: INVESTMENT:** Meaning, Nature and scope of investment, Characteristics and Objectives of investment, Security exchanges in India, Types of financial markets: Primary and Secondary markets, Regulations of security markets, Types of investments traded in security market, Process of investment, Participants in security market.

**CASE STUDY: UNIT-I**

**UNIT-II: SECURITY ANALYSIS:** Risk and Return: Types of Risk involved in investments, Measurement of Risk and Return. Economic analysis: Factors, Forecasting techniques. Industry analysis: Importance and Classification, Analytical frame work, Key Indicators for analysis. Company Analysis: Framework for company analysis, determining earnings- Multiplier (P/E) ratio, Forecasting Earnings, Applied Valuation Techniques.

**CASE STUDY: UNIT-II**

**UNIT-III: SECURITY VALUATION:** Three step Valuation process and Valuation framework, Valuation of fixed income securities: Yield to maturity, Yield to call; Valuation of preference shares. Equity share valuation: Models, Dividend valuation models, Models based on price earnings ratio analysis, Considerations in developing and selecting quantitative strategies.

**CASE STUDY: UNIT-III**

**UNIT-IV: TECHNICAL ANALYSIS:** Meaning and assumptions of technical analysis, Fundamental analysis Vs Technical analysis, Dow Theory, Efficient market hypothesis and tests, Elliot Wave Theory, Types of trends and patterns, Simple and Exponential Moving Averages, Technical Charts, indicators and Oscillators.

**CASE STUDY: UNIT-IV**

**UNIT-V: PORTFOLIO MANAGEMENT:** Meaning and Process of portfolio, Optimal portfolio selection: Risk and return calculations for portfolio securities, Sharpe’s Single Index Model, Markowitz Model, CAPM, APT, Portfolio revision, Portfolio Evaluation.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Donald, E.F., Ronald, J.J., & Ashwini K.P. (2018). *Security Analysis Portfolio Management* (7<sup>th</sup> ed.). Pearson.
2. Bhat, S. (2008). *Security Analysis & Portfolio Management*. ExcelBooks.

**REFERENCES:**

1. Reilly & Brown (2011). *Investment Analysis and Portfolio Management* (9<sup>th</sup> ed.). Cengage Learning.
2. Kevin, S. *Securities Analysis and Portfolio Management*. PHI Learning.
3. Bhalla, V.K. *Investment Management*. S.Chand.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	3	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	3	-	-
Average	3	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	3	-	-	3	-	-	-	-	3	-	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB20 CUSTOMER RELATIONSHIP MANAGEMENT**

**COURSE OUTCOMES:**

After completion of this course, the students will be able to

1. Explain various concepts of CRM and its importance in organizational context.
2. Explain how CRM practices and technologies that enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.
3. Outline various tools available in the implementation of CRM.
4. Explain CRM strategy cycle, and also identify emerging trend in CRM.
5. Extend the application of CRM concepts.

**UNIT-I: EMERGING CONCEPTS IN CUSTOMER RELATIONSHIP MANAGEMENT:** CRM Definition, Need and Importance: Conceptual Framework of Customer Relationship Management; The Value Pyramid, Customer Interaction Cycle, Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.

**CASE STUDY: UNIT-I**

**UNIT-II: CRM AS A BUSINESS STRATEGY:** CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.

**CASE STUDY: UNIT-II**

**UNIT-III: TECHNOLOGICAL TOOLS FOR CRM AND IMPLEMENTATION:** Data Mining for CRM - Some Relevant Issues; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation –set by step process.

### CASE STUDY: UNIT-III

**UNIT-IV:** CRM strategy cycle: Acquisition, Retention and Win Back, Privacy and Ethics Considerations, CRM program measurement and tools, Social networking and CRM, CRM Trends, challenges and Opportunities. Enterprise Relationship Management.

### CASE STUDY: UNIT-IV

**UNIT-V:** CRM in Services: Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM.

### CASE STUDY: UNIT-V

#### TEXT BOOKS:

1. Parvatiyar, A., Shainesh, G., Sheth, J. N. (2001). *Customer Relationship Management: Emerging Concepts, Tools, and Applications*. India: Tata McGraw-Hill Publishing Company.
2. Buttle, F., Maklan, S. (2015). *Customer Relationship Management: Concepts and Technologies*. United Kingdom: Taylor & Francis.
3. Galka, R. J., Baran, R. J. (2016). *Customer Relationship Management: The Foundation of Contemporary Marketing Strategy*. United Kingdom: Taylor & Francis.

#### REFERENCES:

1. Peppard, J., Knox, S., Payne, A., Maklan, S., Ryals, L. (2007). *Customer Relationship Management. (n.p.)*: Taylor & Francis.
2. Reinartz, W., Kumar, V. (2018). *Customer Relationship Management: Concept, Strategy, and Tools*. Germany: Springer Berlin Heidelberg.
3. Rai, a. K. (2012). *Customer Relationship Management: concepts and cases*. India: PHI Learning.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	3	-	-	-	-	-	-	-
CO2	-	-	3	3	-	-	-	-	-	-	-
CO3	-	-	3	3	-	-	-	-	-	-	-
CO4	-	-	3	3	-	-	-	-	-	-	-
CO5	-	-	3	3	-	-	-	-	-	-	-
Average	-	-	3	3	-	-	-	-	-	-	-
Level of correlation of the course	-	-	3	3	-	-	-	-	-	-	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB21 HUMAN RESOURCE DEVELOPMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain various concepts and perspectives related to Human Resource Development.
2. Assess the HRD needs of the organization and design an effective HRD program.
3. Demonstrate the appreciation for role of learning in finding creative solutions for organizational problems.
4. Relate to broader perspective of HRD beyond organizational capabilities, including national HRD network.
5. Explain contemporary realities of HRD, and its interface with technology.

**UNIT-I: INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT:** Historical perspective, contemporary realities and future of HRD; Andragogy and life-long learning; Integrating learning with work.

**CASE STUDY: UNIT-I**

**UNIT-II: HUMAN RESOURCE DEVELOPMENT PROCESS:** Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD programs.

**CASE STUDY: UNIT-II**

**UNIT-III: HUMAN RESOURCE DEVELOPMENT ACTIVITIES:** Action learning, assessment and development centres; Intellectual capital and HRD; Role of Trade Unions; Industrial relations and HRD.

**CASE STUDY: UNIT-III**

**UNIT-IV: POLICY PERSPECTIVE OF HUMAN RESOURCE DEVELOPMENT:** National HRD, workforce development, strategic HRD, talent management and leadership development.

**CASE STUDY: UNIT-IV**

**UNIT-V: HRD TRENDS:** Emotions and self-development; Integrating HRD with technology coaching and mentoring; Competency framework of HRD- Understanding the competency mapping framework, analyzing steps in competency mapping; Balanced score card, appreciative inquiry.



## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Desimone, W. (2006). *Human Resource Development*. Cengage learning.
2. Ulrich, D. (2001). *The HR Scorecard*. Harvard Business School Press.

### REFERENCES:

1. Ulrich, D. (1997). *Human Resource Champion*. Harvard business School Press.
2. Drehe & Dougherty, (2007). *Human Resource Strategy*. Tata Mc Graw Hill Publishing.
3. Rao, T.V. (2008). *Readings in Human Resource Development*. Oxford publishers.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	3	3	3	-	-	-	-
CO2	3	-	-	3	3	3		-	-	-	-
CO3	3	-	-	3	3	3	3	-	-	3	-
CO4		-	-	3	3	3	-	-	-		-
CO5	3	-	-	-	-	-	-	-	-		-
Average	3	-	-	3	3	3	3	-	-	3	-
Level of correlation of the course	3	-	-	3	3	3	3	-	-	3	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB22 TECHNOLOGY MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the importance and conceptual approach of technological Innovation.
2. Analyze financial performance of research and development in technology management.
3. Identify and utilize the market opportunities effectively in the new product and its development.
4. Examine the key ideas in strategy formulation, implementation, and control in organizations.
5. Use technological forecasting Techniques and applications for Decision making.

**UNIT-I: THE PROCESS OF TECHNOLOGICAL INNOVATION:** The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation.

**CASE STUDY: UNIT-I**

**UNIT-II: STRATEGIES FOR RESEARCH AND DEVELOPMENT:** R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development- Techniques For Creative Problem Solving.

**CASE STUDY: UNIT-II**

**UNIT-III: FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT PROJECTS:** The Need for Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor in Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

**CASE STUDY: UNIT-III**

**UNIT-IV: RESEARCH AND DEVELOPMENT:** Programme planning and control, Portfolio planning, Project planning and control, Project termination, Resource allocation and management.

**CASE STUDY: UNIT-IV**

**UNIT-V: TECHNOLOGICAL FORECASTING FOR DECISION MAKING:** The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Narayanan, V.K. (2006). *Managing Technology and Innovation for Competitive Advantage*. Pearson Education.
2. White (2007). *The Management of Technology and Innovation*, Thomson.

**REFERENCES:**

1. Khalil, T. (2006). *Management of Technology - The Key to Competitiveness and Wealth Creation*. TMH.
2. Harrison, N. & Samson, D. (2005). *Technology Management—Text and International Cases*. TMH Int.
3. Rastogi, P.N. (2003). *Managing Creativity*, Macmillan India Ltd.
4. William, L.M., Longdon & Morris. *Fourth Generation R & D*. John Wiley & Sons Inc.
5. Khandwall, P.N. (2004). *Lifelong Creativity: An Unending Fest*, TMH.
6. Khandwalla, P.N. (2006). *Corporate Creativity*. TMH.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	-	-	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	-	-	-	3	3	-	-	-	-	-	-
Level of correlation of the course	-	-	-	3	3	-	-	-	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB23 MANAGING E-BUSINESS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Apply various models of e-business to manage day to day business operations.
2. Make use of applications and methodologies of e-business.
3. Identify security concerns of electronic mode of payment.
4. Recognize key legal and privacy issues of e-business.
5. Describe the best practices in the payment of E-business.

**UNIT-I: INTRODUCTION TO E-BUSINESS:** Introduction – Definition of e-business - e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.

**CASE STUDY: UNIT-I**

**UNIT-II: TECHNOLOGY INFRASTRUCTURE:** Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

**CASE STUDY: UNIT-II**

**UNIT-III: BUSINESS APPLICATIONS:** Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing.

**CASE STUDY: UNIT-III**

**UNIT-IV: E-BUSINESS PAYMENTS AND SECURITY:** E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

**CASE STUDY: UNIT-IV**

**UNIT-V: LEGAL AND PRIVACY ISSUES:** Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Deitel, H.M., Deitel, P.J., & Steinbuhler, K. (2011). *E-Business and E-Commerce for Managers*. Pearson Education.
2. Turban, E., Lee, J.K., King, D., Liang, T.P., & Turban, D. (2010), *Electronic Commerce: A Managerial Perspective*, Pearson Education.

### REFERENCES:

1. Kulkarni, P., Jahirabadkar, S., Chande, P.K. (2012). *E-business*. Oxford University Press.
2. Bhasker, B. (2009). *Electronic Commerce: Frame work technologies and Applications* (3<sup>rd</sup> ed.). Tata McGraw Hill Publications.
3. Schneider, G.P. (2007). *Electronic Commerce* (7<sup>th</sup> ed.). Thomson Course Technology.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Level of correlation of the course	-	-	-	3	-	-	-	-	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB24 CORPORATE FINANCE**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the importance of various concepts related to corporate finance.
2. Structure proper financial plan in long and short run by analyzing various financial statements.
3. Judge various projects and select the best based on time value.
4. To account for transactions involving foreign exchange in international corporate finance.
5. Apply the various corporate governance philosophies in business context.

**UNIT – I: INTRODUCTION:** Corporate Finance - Nature and Scope, Valuation of Firm, – Basic problems of Industrial Finance in India- Estimating working capital requirements – Approach adopted by Commercial banks - Equity and Debenture financing – Guidelines from SEBI, - Advantages and disadvantages of various sources of Finance.

**CASE STUDY: UNIT-I**

**UNIT – II: FINANCING DECISION:** Cost of Capital - Cost of Various Sources of Financing, Calculation of Cost of Capital- Equity Capital, Debt Capital etc., Capital Structure Determination-Investment Decision, Investment Analysis - Risk Analysis, Probability Approach - Decision tree approach in investment decisions- Financing of Exports- finance from international sources.

**CASE STUDY: UNIT-II**

**UNIT – III: CAPITAL MARKETS:** Fiscal Policies -Government Regulation Affecting Capital Market- Role of SEBI – Public issue decisions and selection of appropriate financial instrument- Pricing the issue- Dividend Policies - Walter Model - Gordon Model - Payment Ratio, Residual Payment - MM Irrelevance Doctrine.

**CASE STUDY: UNIT-III**

**UNIT – IV: CORPORATE RESTRUCTURING:** Mergers –Acquisitions- Consolidations and Liquidation, Lease Finance - Venture Capital - Mutual Funds - ventures abroad- Business Failure - Corporate Disasters and Ethics.

## CASE STUDY: UNIT-IV

**UNIT – V: CORPORATE GOVERNANCE:** Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate- Finance for rehabilitation of sick units- Public deposits and inter corporate investments- cash inadequacy and cash insolvency- Stakeholders and Ethics.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, *Principles of Corporate Finance*, Tata McGraw Hill, 9th Edition, 2011.
2. Khan and Jain – *Fundamentals of Corporate Finance*. Tata McGraw Hill.

### REFERENCES:

1. Vishwanath S R, *Corporate Finance, Theory and Practice*, 2<sup>nd</sup> Edition, Response Books, Newdelhi, 2009.
2. Stephen A.Ross Randolph Westerfield, Beadford.D, Jordan, *Fundamentals of corporate Finance*, Tata McGraw Hill.
3. Pandey I.M, *Financial Management*, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	-	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	3	-	-
Average	-	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	3	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB25 CONSUMER BEHAVIOR**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Identify the dynamics of human behaviour and the basic factors that influence the consumers' decision process.
2. Demonstrate how concepts may be applied to marketing strategy.
3. Apply the core theories of consumer behaviour in both consumer and organizational markets.
4. Apply theories to real world marketing situations by profiling and identifying marketing segments.
5. Analyze models of consumer behaviour and determine their relevance to particular marketing situations.

**UNIT-I: INTRODUCTION:** Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Methods of consumer research, Applications of consumer behaviour knowledge in marketing. Diversity of consumers and their behaviours. Profiling the consumer and understanding their needs. Segmentation, Consumer Decision making process and decision-making roles, Information Search Process; Evaluative criteria and decision rules. Are consumers Rational or emotional. Involvement theory and applications.

**CASE STUDY: UNIT-I**

**UNIT-II: MOTIVATION AND PERCEPTION:** Consumer needs theories of Motivation and their applications. Personality and self-concept. Theories of personality. Trait theory and measurement. Motivational Research. Perception. Thresholds of perception, subliminal perception, Perceptual process dynamics. Positioning methods and measurement. Perceptual mapping methods.

**CASE STUDY: UNIT-II**

**UNIT-III: LEARNING:** Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change, Concept and measurement of attitudes. Strategies of attitude change. Attribution theory and Cognitive dissonance. Persuasion and Persuasibility.



### CASE STUDY: UNIT-III

**UNIT-IV: CULTURAL INFLUENCE:** Self Concept. Concept of Multiple Selves. Development of the self. Social Comparison theory. Self-esteem. Reference Group Influence, Theory of reference group and applications. Endorsements and reference group influence. Culture, Values and beliefs, Rituals, Customs, Tradition, Symbol and influence in consumption. Consumer learning of culture. Consumer Socialization. Semiotics. Subcultures and Cross-Cultural issues in marketing.

### CASE STUDY: UNIT-IV

**UNIT-V: DECISION MAKING:** Family, family life cycle and decision-making. Social Class. The concept and measurement. Mobility among social classes. Prestige products and status. Diffusion of Innovation and Opinion Leadership. Consumer behaviour and society. Consumption and persuasion-Issues of manipulation and long-term impacts on society and children. Consumer materialism. Consumer behaviour knowledge for public policy.

### CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Assael, H. (2001). *Consumer Behavior and Marketing Action*. Thomson Learning.
2. Blackwell, R. D., Engel, J. F., Miniard, P. W. (2006). *Consumer Behavior*. Thomson South-Western.
3. Howard, J. A. (1994). *Buyer Behavior in Marketing Strategy*. Prentice Hall.

### REFERENCES:

1. Mowen , J. C. ( 1995 ). Customer Behaviour (4th ed.). MacMillan.
2. Schütte, H., Ciarlante, D. (2016). *Consumer Behaviour in Asia*. Macmillan UK.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	3	-	-	-	-	-	-	-
CO2	3	-	-	3	-	-	-	-	-	-	-
CO3	-	-	3	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	3	3	-	-	-	-	-	-	-
Average	-	-	3	3	-	-	-	-	-	-	-
Level of correlation of the course	-	-	3	3	-	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB26 PERFORMANCE MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the core objectives of performance management.
2. Outline the key stages of performance management cycle and differentiate between performance management and performance appraisal.
3. Explain the organization's performance management process.
4. Summarize different approaches to talent management.
5. Analyze the state of talent management in India with the examples of different companies.

**UNIT-I: CONCEPTUAL FRAMEWORK OF PERFORMANCE MANAGEMENT:** Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

**CASE STUDY: UNIT-I**

**UNIT-II: COMPONENTS OF PERFORMANCE MANAGEMENT SYSTEM:** Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Performance management and organizational transformation, appraisal communication; Counselling, identifying potential for development; Linking pay with performance.

**CASE STUDY: UNIT-II**

**UNIT-III: IMPLEMENTATION AND ISSUES IN PERFORMANCE MANAGEMENT:** Implementing performance management system- strategies and challenges; Performance metrics; Role of HR professionals in performance management; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and E-PMS; Performance management practices in Indian organizations.

**CASE STUDY: UNIT-III**

**UNIT-IV:TALENT MANAGEMENT: CONCEPT AND APPROACHES:** Framework of talent management; Talent identification and integration; Talent retention- consequences of talent departure, diagnosing causes of talent departure, talent management and workplace diversity.

**CASE STUDY: UNIT-IV**

**UNIT-V: TALENT MANAGEMENT PRACTICES AND PROCESS:** Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Chadha, P. (2008). *Performance Management*. Macmillan India.
2. Armstrong, M., & Baron, A. (2010). *Performance Management: The New Realities*. Jaico Publishing House, New Delhi.

**REFERENCES:**

1. Rao, T.V. (2003). *Appraising and Developing Managerial Performance*. TV Rao Learning Systems Pvt Limited, Excel Books.
2. Wade, A. & Recardo, R. (2002). *Corporate Performance Management*. Butter Heinemann, New Delhi.
3. Goel, D. (2009). *Performance Appraisal and Compensation Management*, PHI Learning, New Delhi.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	-	3	-	-	-	-	3	-
CO2	-	-	3	-	3	-	-	-	-	3	-
CO3	-	-	-	-	3	-	3	-	-	-	-
CO4	-	-	-	-	3	-	3	-	-	-	-
CO5	-	-	3	-	3	-	-	-	-	3	-
Average	3	-		3	3	3	3	-	-	3	-
Level of correlation of the course	3	-	3	3	3	3	3	-	-	3	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB27 INTELLECTUAL PROPERTY RIGHTS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Outline different types of intellectual properties.
2. Distinguish the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development.
3. Formulate designs, patent and copyright for their innovative research works.
4. Apply intellectual property law principles of Trademarks to real problems.
5. Examine ethical and professional issues which arise in the intellectual property law context.

**UNIT - I: UNDERSTANDING AND OVERVIEW OF IPR:** Introduction- meaning- nature- forms of intellectual property- types intellectual property-industry property-International conventions.

**CASE STUDY: UNIT-I**

**UNIT-II: COPYRIGHT ACT, 1957:** Meaning –Nature and object of copyright-origin and development of copyright law in India-salient features of copyright act,1957-Definitons- originality material-rights of reproduction-rights to perform the work publicly-copyright ownership issues-obtaining copyright registration.

**CASE STUDY: UNIT-II**

**UNIT-III: TRADEMARKS ACT, 1999:** Salient features of Trademarks Act, 1999-Meaning- objectives and functions of trademark-Definition of Trademark- trademark protection- -acquisition of Trademark rights-protectable matter-trademark registration process.

**CASE STUDY: UNIT-III**

**UNIT-IV: PATENT ACT, 1970:** Meaning –definition of patent-history and concept of patent law-salient features of the patent act- Definition-kinds of patents and advantages-rights and obligations of patentee-Process of obtaining a patent-patents and Biotechnology.

**CASE STUDY: UNIT-IV**

**UNIT-V: DESIGNS ACT, 2000:** Meaning –definition- Salient features of Designs-Registration of Designs-Rights granted to design holders -Infringement of Design.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Narayanan, P.(Revised 2017, Reprint 2018). *Patent Law*. Eastern Law House.
2. Acharya, N.K. (2021). *Intellectual Property Rights: Scandinavian Languages Edition*.
3. Chowdhary, R., S.K. & Other. *Law of Trademark, Copyrights, Patents and Designs*.
4. Reddy, G.B., *Intellectual Property Rights and the Law*, Gogia Law Agency.
5. Holyoak, J. & Torremans, P. *Intellectual Property Law*.

**REFERENCES:**

1. Bouchoux, E.B. *Intellectual Property Rights*, Cengage Learning.
2. Ganguli, P. *Intellectual Property Rights– Unleash my Knowledge Economy*. Tata McGraw Hill Publishing Company Ltd.
3. Wadhwa, B.L. *Intellectual Property Law*, Universal Publishers.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	3	-	-	-	-	3	-
CO2	3	-	-	3	3	-	-	-	-	3	-
CO3	3	-	-	3	3	-	-	-	-	3	-
CO4	-	-	-	3	3	-	-	-	-	3	-
CO5	-	-	-		2	-	-	-	-	3	-
Average	3	-	-	3	3	-	-	-	-	3	-
Level of correlation of the course	3	-	-	3	3	-	-	-	-	3	-

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<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB28 BUSINESS SYSTEM ANALYSIS AND DESIGN**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Use various tools and techniques for analysis and design of business system.
2. Relate the system planning and requirement strategies to a business problem.
3. Apply principles of database design and effectively design database schemas based on conceptual business models.
4. Apply the principles of project management to a practical solution.
5. Develop the software projects for the sake of earning huge profits.

**UNIT-I:** Business Systems Concept - Information System Building Blocks - Systems Development Life Cycle - Project Selection - Feasibility Study; Tools for analysis and design of business systems- Methodologies - Need for structured techniques - structured techniques and their relevance for SDLC.

**CASE STUDY: UNIT-I**

**UNIT-II:** Systems Planning - Preliminary Investigations - System Requirement Specification and Analysis - Evaluating Alternative Strategies of System Requirement Analysis - Data Flow Diagrams - Data Dictionaries - Process Organisation and Intersections.

**CASE STUDY: UNIT-II**

**UNIT-III:** Design of databases and Normalization - Rapid Application Development Flow Charting - Data and Process Modeling Tools; Use Case; Systems Design - Object Oriented Design; Output Design - Input Design; File and Database Design.

**CASE STUDY: UNIT-III**

**UNIT-IV:** Managing Software Projects - Project Communication, tracking and reporting; Software Project Planning; Software Risk Management; System Implementation - Installation and Evaluation - System Control and Quality Assurance.

**CASE STUDY: UNIT-IV**

**UNIT-V:** Software Testing Techniques; Performance and Acceptance testing criteria - Capability Maturity Model; Project management techniques for managing software projects; System Controls and System Audit - System Administration and Training - Conversion and Operations Plan.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Bennett, S., Mcrobb, S., & Farmer, R. (2006). *Object-Oriented Systems Analysis and Design using UML* (3<sup>rd</sup> ed.). McGraw Hill.
2. Hoffer, J. A., & George, J. F. (2006). *System Analysis and Design* (4<sup>th</sup> ed.). Pearson Education.

**REFERENCES:**

1. Kendall, K. E., & Kendall, J. E. (2009). *Systems Analysis and Design* (8<sup>th</sup> ed.). Prentice-Hall.
2. Pressman & Roger, S. (2009). *Software Engineering: A practitioner’s approach* (7<sup>th</sup> ed.). McGraw Hill.
3. Shelly, G. B., Cashman, T. J., & Rosenblatt, H. J., (2009). *Systems Analysis and Design* (8<sup>th</sup> ed.). Thomson Learning.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	2	3	-	3	2	-	2	-
CO2	3	-	2	3	3	-	3	2	-	2	-
CO3	2	-	3	2	3	-	2	2	-	-	-
CO4	2	-	2	2	3	-	3	2	2	3	-
CO5	3	-	3	3	2	2	2	2	3	3	-
Average	2.6	-	2.6	2.4	2.8	2	2.6	2	2.5	2.5	-
Level of correlation of the course	3	-	3	3	3	2	3	2	3	3	-

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<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB29 FINANCIAL INSTITUTIONS AND MARKETS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the role of financial institutions and markets towards the growth of country economic development.
2. Measuring the autonomy of central bank towards developing policies.
3. Explain the role and functions performed by banking and non-banking organizations.
4. Explain the concept, procedure and policies of various short term investments.
5. Explain the concepts and practices in international markets and central bank involvement in managing foreign exchange exposure.

**UNIT-I: FINANCIAL SYSTEM:** Meaning and development of financial system, Overview of Financial system, Structure of financial system, Structure of financial institutions and markets, Financial system and economic development, Theories of financial development, Financial sector reforms.

**CASE STUDY: UNIT-I**

**UNIT-II: REGULATIONS:** Role and Functions of RBI, Techniques and recent monetary policy, Advantages and disadvantages of autonomy of central banks, Measure of Autonomy and relationship with economic performance, Liquidity management, Inflation targeting, Challenges in monetary policy, SEBI regulations toward financial institutions.

**CASE STUDY: UNIT-II**

**UNIT-III: BANKING AND NON-BANKING INSTITUTIONS:** Role of Commercial banks; Co-operatives banks: Types, Structures, government initiatives in developing cooperatives banks; Types NBFCs, Role and functions of various NBFCs; Non-Banking financial institutions: Types of small savings, Provident Funds, Life insurance and General insurance, Mutual funds, Venture capital, Credit Rating Agencies.

**CASE STUDY: UNIT-III**



**UNIT – IV: MARKETS:** Call Money Market, Treasury Bill Market, Commercial Bills Market, Market for Commercial Papers and Certificate of Deposits, Discount Markets, Market for Financial Guarantees, Guilt-Edged securities Market.

**CASE STUDY: UNIT-IV**

**UNIT-V: INTERNATIONAL MARKETS:** Industrial Securities market: Various foreign and domestic Organizations and Its roles, Types of securities, Listing, trade and settlements, Financial Derivative Markets, Foreign Exchange Markets: Central Bank Interventions, Exchange Rate Regimes, Recent developments in foreign and domestic markets.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Bhole, L.M. (2007). *Financial Institutions and Markets* (4<sup>th</sup> ed.). Tata McGraw Hill.
2. Desai, V. (2009). *Financial Markets and Services*. Himalaya Publishers.

**REFERENCES:**

1. Gorden & Natrajan (2009). *Financial Services*. Himalaya Publishers.
2. Madhura, J. (2009). *Investment Institutions and Markets* (1<sup>st</sup> ed.). Cengage Publishers.
3. Pathak, B.V. *The Indian Financial System* (3<sup>rd</sup> ed.). Pearson Publications.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	-	-	-	-	-	3	-	-
CO2	-	-	-	-	-	-	-	-	3	2	-
CO3	3	-	-	-	-	-	-	-	3	-	-
CO4	-	-	-	-	-	-	-	-	1	3	-
CO5	-	-	-	-	3	-	-	-	-	3	-
Average	3	-	-	-	3	-	-	-	1.75	2.67	-
Level of correlation of the course	3	-	-	-	3	-	-	-	2	3	-

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<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB30 RETAIL MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Describe the basic concepts, functions, strategies, and trends of Retail Management.
2. Explain retailers' decisions and actions to satisfy customer needs in a rapidly changing and competitive environment.
3. Explain how retailers develop a retail mix to build a sustainable competitive advantage.
4. Identify the career opportunities in Retail Management in India.
5. Identify the common practices of pricing-based promotion in a real-life business scenario.

**UNIT-I: INTRODUCTION TO RETAIL:** What is Retail? Functions of Retailer; Evolution of Retail in India; Classification of Retailing; Drivers of Retail change; Growth of Retailing; Foreign Direct Investment in India.

**CASE STUDY: UNIT-I**

**UNIT-II: STRATEGY AND PLANNING:** Understanding the Retail Consumer; Factors influencing Retail Shopper, Consumer Decision Making Process; STP Approach; Market Research; Concept of Retail Franchising.

**CASE STUDY: UNIT-II**

**UNIT-III: STORE LOCATION AND MERCHANDISE MANAGEMENT:** Retail Store Location-Types of Retail Locations, Steps in choosing a Retail Location; **MERCHANDISE MANAGEMENT:** Factors affecting Merchandising; Process of Merchandise Planning; Evaluating Merchandise Performance.

**CASE STUDY: UNIT-III**

**UNIT-IV: MANAGING RETAIL:** Components of Retail Operations; Retail Store Design; Visual Merchandising; Need and Concept of Supply Chain Management.

**CASE STUDY: UNIT-IV**

**UNIT-V: RETAIL MARKETING AND COMMUNICATION:** Retail Marketing Mix; Retail Communication Mix; Retail Pricing; Retail Branding; Value Chain in Retailing.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Bajaj, C., Tulsi, R., & Srivastava, N.V. (2010). *Retail management*. Oxford University Press.
2. Swapna, P. (2010), *Retailing Management*. Tata McGraw Hill.

### REFERENCES:

1. Berman, B., & Evans, J.R. (2013). *Retail Management Strategic Approach*. Prentice Hall of India.
2. Sinha, P.K. & Uniyal, D.P. (2010). *Managing Retailing*. Oxford University Press.
3. Newman, A.J. & Cullen, P. (2009). *Retailing Environment and operations*. Thomson Learning.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	1	2		-	-	-	-	-	-
CO2	-	-	3	2	3	-	-	-	-	-	-
CO3	-	-		3	2	-	-	-	-	-	-
CO4	-	-		2	3	-	-	-	-	-	-
CO5	-	-	1	2	3	-	-	-	-	-	-
Average	-	-	1.5	2.2	2.2	-	-	-	-	-	-
Level of correlation of the course	-	-	<b>2</b>	<b>2</b>	<b>2</b>	-	-	-	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB31 GLOBAL HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Illustrate the path of an organization to global status.
2. Integrate the strategic and functional roles of HRM in various global contexts.
3. Outline the importance and methods of training in expatriate and repatriate management.
4. Determine components of an ideal compensation plan and interpret various approaches to it.
5. Analyze the role of industrial relations and the functions of M&As in international business.

**UNIT-I: GLOBAL HUMAN RESOURCE MANAGEMENT:** Concept, Scope and Significance; Objectives of Global HRM, Variables that Moderate Differences between HRM and GHRM, Approaches to GHRM, Drivers of Globalization, Path to Global Status-Stages of Internationalization, Reasons for the Companies to go Global, Global Matrix Structure, Sustaining International Business Operations.

**CASE STUDY: UNIT-I**

**UNIT-II: RECRUITMENT PRACTICES & PERFORMANCE MANAGEMENT IN INTERNATIONAL ASSIGNMENTS:** International staffing approaches; International assignments; selection criteria, dual – career couples; Moderating performance; Performance Appraisal of International Employees- Criteria used for Performance Appraisal of International Employees; Expatriate management-factors affecting expatriate success in international assignments.

**CASE STUDY: UNIT-II**

**UNIT-III: TRAINING & DEVELOPMENT AND REPATRIATION MANAGEMENT:** Preliminary Visits; Language Training; Practical Assistance; Cultural Assimilators; Mendenhall and Oddou’s Model; Black and Mendenhall’s Model for CCT Methods Selection; The Beitler and Frady Model; Process of re-entry or repatriation, Designing a repatriation program, issues and challenges in re –entry; social and cultural factors.

**CASE STUDY: UNIT-III**

**UNIT-IV: INTERNATIONAL COMPENSATION:** Key Components of International Compensation Program; Approaches to International Compensation- Going Rate Approach; Balance Sheet Approach; Differentiating between PCNs and TCNs; International Living Costs Data- Executive Compensation; Components of Executive Compensation; Strategies for the Growth of Executive Compensation.

**CASE STUDY: UNIT-IV**

**UNIT-V: INTERNATIONAL INDUSTRIAL RELATIONS & HRM IN CROSS-BORDER MERGERS AND ACQUISITIONS:** Factors that Influence Industrial Relations; Actors of Industrial Relations; Factors for Differences in Trade Unions Structure; Key Issues in International Industrial Relations; Response of Trade Unions to Multinational; Regional Integration- Mergers and Acquisitions (M&A)- motives and risks in M&A; HRM Issues in Cross-border M&A; Integration Planning.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Ashwathappa, K. & Dash, S. (2008). *International HRM*. Tata McGraw Hill.
2. Dowling, P. J. & Welch, D. E. (1999). *International Human Resources Management* (4th ed.). Cengage Learning.
3. Andersen & Arthur (1996). *International Assignment Policies- A Benchmark Study*. Jossey-Bass Publishers.

**REFERENCES:**

1. Armstrong M. *A Handbook of Personnel Management Practice*. Kogan Page Publishers.
2. Adler N.J. *International Dimensions of Organizational Behavior* (5<sup>th</sup> ed.). Thomson Higher Education.
3. Black, S., Gregersen, H.B., & Mendenhall, M.E. (1992). *Global Assignments*. Jossey-Bass Publishers.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	3	3	3	3	3	-	3	-
CO2	3	3	2	3	3	3	3	2	-	3	-
CO3	3	3	2	3	3	-	2	2	1	3	-
CO4	3	3	3	3	3	2	3	3	2	3	-
CO5	3	2	-	3	2	2	2	3	-	-	-
Average	3	2.8	2.5	3	2.8	2.5	2.6	2.6	1.5	3	-
Level of correlation of the course	3	3	3	3	3	3	3	3	2	3	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB32 SOCIAL ENTREPRENEURSHIP STRATEGIES**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the basic concepts and different strategies in social entrepreneurship.
2. Execute different strategies in building networks and partnerships.
3. Explain the strategy options for managing social entrepreneurship venture.
4. Explain different pricing strategies and stages of new product development in social entrepreneurship ventures.
5. Develop strategies to overcome the financial challenges.

**UNIT-I: INTRODUCTION:** Concept on entrepreneurial strategy - Creating strategic service vision - Developing an Entrepreneurial Competitive Strategy.

**CASE STUDY: UNIT-I**

**UNIT-II: PRICING STRATEGY PRODUCT AND PRICING STRATEGIES:** Different pricing strategies-Stages of new product development, Price elasticity's, price and psychology, and other influencers and their impact on pricing.

**CASE STUDY: UNIT-II**

**UNIT-III: COOPERATIVE STRATEGY:** Building Networks, Partnerships, and Alliances- Treating the Donors as Investors Managing the Board Entrepreneurially- Growing with an Entrepreneurial Mind-Set- Managing Organizational Change- Major approaches to customer relationship management.

**CASE STUDY: UNIT-III**

**UNIT-IV: MARKET STRATEGY:** Leading, Retailing and Rewarding People Entrepreneurially- Performance Information that Really Performs-Key skills involved in personal selling- Growing and exploring new market directions.

**CASE STUDY: UNIT-IV**

**UNIT-V: FINANCIAL STRATEGY:** Financial strategy Developing- Developing Viable Earned Income Strategies- Challenges in financial management and strategies to overcome the challenges.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Short, J.C., Moss, T.W., & Lumpkin, G.T. (2009). *Research in social entrepreneurship: past contributions and future opportunities*.
2. Venkatapathy, R., Mathi, M., & Devi, U.N. (2010). *Social Entrepreneurship Strategies in Nation Building* (1st ed.). Excel Books.

### REFERENCES:

1. Schaper, M. (2010). *Making Entrepreneurs Developing Sustainable Entrepreneurship* (2<sup>nd</sup> ed.). Gower Book.
2. Madhuviswanathan (2008). *Marketing in subsistence marketplaces: consumption and entrepreneurship in a South Indian context*.
3. Khanna, T. (2011). *Billions of Entrepreneurs: How China and India Are Reshaping Their Futures and Yours*.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	3	-	-	-	-	-	-	-	3	-
CO2	-	3	-	-	-	-	3	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	3	-
CO4	-	-	-	-	-	-	-	-	-	3	-
CO5	-	-	-	-	-	-	-	-	-	3	-
Average	-	2.66	-	-	-	-	3	-	-	3	-
Level of correlation of the course	-	3	-	-	-	-	3	-	-	3	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB33 CYBER LAWS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Recognize the developing trends in cyber law and the legislation impacting cyberspace in the current situation.
2. Identify the fraudulent practices of e-commerce that prevent authorized access.
3. Predict the key forces that influence the legality of data protection.
4. Regulate the emerging mobile threats and crimes.
5. Describe the various acts in order to legal recognition of cyber law.

**UNIT-I: FUNDAMENTALS OF CYBER LAWS:** Philosophy of Cyber Law - Overview of Computer and Web Technology - Introduction to Indian Cyber Law - Overview of General Laws and Procedures in India; Freedom of Expression on the Internet: Is it a Global Value?;The Internet and the Problems of Geography and Sovereignty.

**CASE STUDY: UNIT-I**

**UNIT-II: E-COMMERCE:** Legal issues; Electronic Commerce –Digital Signature- Meaning - Creation of Digital Signature; Understanding how digital signatures work, Role in Information Technology; technical issues; legal issues; Crimes relating to digital signature certificates - Digital signature fraud; Electronic Contracts; E-taxation, E-banking, online publishing and online credit card payment.

**CASE STUDY: UNIT-II**

**UNIT-III: CYBER CRIMES:** -Meaning of Cyber Crimes - Cybercrimes under the Information Technology Act,2000 - Denial of service Attack, Virus Dissemination, Software Piracy, Internet Relay Chat (IRC) Crime, Credit Card Fraud, Phishing - Cyber Terrorism - Violation of Privacy on Internet - Data Protection and Privacy; Concept of Social Networking – Legal Implications of Social Networking.

**CASE STUDY: UNIT-III**



**UNIT-IV: INTELLECTUAL PROPERTY ISSUES AND CYBERSPACE:** Overview of Intellectual Property related Legislation-Copyright law & Cyberspace; Trademark law & Cyberspace; Law relating to Semiconductor Layout & Design Page.

**CASE STUDY: UNIT-IV**

**UNIT-V: INFORMATION TECHNOLOGY ACT, 2000:** Overview of the IT Act – Jurisdiction - Electronic Governance – Legal Recognition of Electronic Records and Electronic Evidence - Digital Signature Certificates - Securing Electronic records and secure digital signatures - Duties of Subscribers - Role of Certifying Authorities – Regulators under the Act - Internet Service Providers and their Liability – Impact of the Act on other Laws.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Kamlesh, N. & Tiwari, M.D. (2000). *IT and Indian Legal System*. Macmillan India Ltd.
2. Reed, C. (2005). *Internet Law-Text and Materials* (2<sup>nd</sup> ed.). Universal Law Publishing Co.

**REFERENCES:**

1. Sharma, V. *Hand book of Cyber Laws*. Macmillan India Ltd.
2. Rao, S.V.J. (2005). *Computer Contract & IT Laws*. Prolific Law Publications.
3. Ramappa, T. (2000). *Legal Issues in Electronic Commerce*. Macmillan India Ltd.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Level of correlation of the course	-	-	-	3	-	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB34 FIXED INCOME SECURITIES**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the basic concepts of fixed income securities.
2. Examine the returns and price of fixed income securities.
3. Analyze the risk level in bonds by using various models.
4. Develop the various investment strategies based on portfolio returns.
5. Explain the concept and theories of yield curve.

**UNIT-I: INTRODUCTION OF FIXED INCOME SECURITY AND ITS MARKETS:** Overview of Fixed Income Securities, Fixed Income Instruments, Government Securities, Treasury Bills, Money Market Instruments, Corporate Bonds, and Asset Backed Securities, Market Conventions, Market Regulation and the Role of regulator. Sectoral Reforms and contemporary issues.

**CASE STUDY: UNIT-I**

**UNIT-II: RETURNS, VALUATION AND PRICING OF FIXED INCOME SECURITIES:** Current yield, realized yield, Yield to maturity, Valuation & pricing of Plain Vanilla Bond on coupon date, Valuation & pricing of Plain Vanilla Bond in between coupon dates, Day Count Convention, Clean Price & Dirty Price, Valuation of a zero- coupon Bond, Valuation of Bond with Embedded option.

**CASE STUDY: UNIT-II**

**UNIT-III: RISK IDENTIFICATION IN BONDS:** Volatility associated with Bond Market, Duration, Macaulay's Duration, Modified Duration, Effective Duration, Convexity, and Immunization.

**CASE STUDY: UNIT-III**

**UNIT-IV: INVESTMENT STRATEGIES FOR FI SECURITIES:** Optimizing Portfolio Returns, Laddered Maturity Portfolio, Barbell Investing, Matched Asset Program, Discount Bond Investing, Premium Bond Investing.

**CASE STUDY: UNIT-IV**

**UNIT-V: YIELD CONCEPTS AND TERM STRUCTURE THEORIES:** Price Yield Relationship, Term Structure of Interest rates & Yield Curve, Shape of the yield curve, Term Structure Theories, Analysis of the Yield curve.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Pring, M.J. Investment Trends and Turning Points.
2. Martelline, L., Priaulet, P., & Priaulet, S. *Valuation, Risk Management and Portfolio Strategies*. The Wiley Finance Series.
3. Fabozzi, F.J., & Mann, S.V. *The Handbook of Fixed Income Securities*.
4. Nerlekar, V. *Fixed Income Securities*. Himalaya Publications.

**REFERENCES:**

1. Choudhry, M. (2010). *Introduction to Bond Markets*. John Wiley & Sons.
2. Fabozzi, F. J. (2016). *Bond Markets, Analysis, and Strategies*. Pearson Education.
3. Sen, J. & Apte, A. (2013). *Fixed Income Markets in India: Investment Opportunities for You*. Shroff Publishers & Distributors.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	3	-	-
CO2	-	-	-	-	3	-	-	-	3	-	-
CO3	-	-	-	3	3	-	-	-	3	-	-
CO4	-	-	-	3	3	-	-	-	3	-	-
CO5	-	-	-	3	3	-	-	-	3	-	-
Average	-	-	-	3	3	-	-	-	3	-	-
Level of correlation of the course	-	-	-	3	3	-	-	-	3	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB35 BRAND MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Outline the brand elements required to improve brand equity.
2. Restate brand positioning, brand equity, brand image and brand identity.
3. Relate brand and product relationship in managing brands.
4. Measure brand performance.
5. Summarize the different sectors' brand performance.

**UNIT-I: INTRODUCTION TO BRANDING:** What is a Brand? History of Branding; Need for Branding; Brands vs Products; Brand Elements; Brand Awareness; Brand Image; Strategic Brand Management Process; Building a strong brand.

**CASE STUDY: UNIT-I**

**UNIT-II: DEVELOPING A BRAND STRATEGY:** Customer based Brand Equity; Keller's Brand Equity Model; Aaker's Brand Equity Model; Identifying and Establishing Brand Positioning; Positioning Guidelines; Brand Value Chain.

**CASE STUDY: UNIT-II**

**UNIT-III: DESIGNING MARKETING PROGRAMS TO BUILD BRAND EQUITY:** Branding in Retail and Service firms; Product Strategy; Pricing Strategy; Integrated Marketing Communications Strategy; Advertising; Online Marketing Communication; Word-of-Mouth Marketing.

**CASE STUDY: UNIT-III**

**UNIT-IV: MANAGING BRANDS:** Developing Brand Architecture Strategy – Steps; Brand Hierarchy – Levels and Designing; Understanding How Consumers Evaluate Brand Extensions; Brand Revitalization.

**CASE STUDY: UNIT-IV**

**UNIT-V: MEASURING AND INTERPRETING BRAND PERFORMANCE:** Conducting Brand Audit; Brand Assessment through Research; Establishing Brand Equity Report; Financial Metrics of Brand; Introduction to Global Branding Strategy.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Keller & Lane, K. *Strategic Brand Management*, Pearson education.
2. Verma & Harsha. *Brand Management*. Excel Books.

### REFERENCES:

1. Chunawalla, S.A. *Compendium of Brand Management*. Himalaya Publication House.
2. Kapoor & Jagdeep, *24 Brand Mantras*, Sage Publications.
3. Subroto, S. *Brand Positioning: Strategies for competitive advantage*. Tata McGraw Hill.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	2	2	1	-	-	-	-	-
CO2	-	-	-	2	3		-	-	-	-	-
CO3	-	-	2	3	2	1	-	-	-	-	-
CO4	-	-	-	3	3	1	-	-	-	-	-
CO5	-	-	1	2	3	1	-	-	-	-	-
Average	-	-	0.6	2.4	2.6	0.8	-	-	-	-	-
Level of correlation of the course	-	-	<b>1</b>	<b>3</b>	<b>3</b>	<b>1</b>	-	-	-	-	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB36 MANAGEMENT OF INDUSTRIAL RELATIONS**

**COURSE OUTCOMES:**

After the completion of the course, the students will be able to

1. Relate to theoretical, practical and ethical concepts of industrial relations.
2. Outline various legislations and relate to them in resolving industrial conflicts.
3. Identify the role of key participants, institutions, relationships and processes involved in industrial relations.
4. Apply statutory provisions mandating industrial safety relevant in the organization.
5. Compare Industrial relations of Indian organizations with industrial relations, across the globe.

**UNIT-I: INDUSTRIAL RELATIONS:** Concept of industrial relations, aspects of industrial relations, parties in industrial relations, workers, employers and government, trade unions, objectives; Grievance Procedure, Quality Circles.

**CASE STUDY: UNIT-I**

**UNIT-II: INDUSTRIAL CONFLICTS:** Disputes –Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure- Conciliation – Arbitration – Adjudication.

**CASE STUDY: UNIT-II**

**UNIT-III: LABOUR WELFARE:** Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes- Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act.

**CASE STUDY: UNIT-III**

**UNIT-IV: INDUSTRIAL SAFETY:** Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counselling – Statutory Provisions.

**CASE STUDY: UNIT-IV**

**UNIT-V: INTERNATIONAL DIMENSION OF INDUSTRIAL RELATIONS:** ILO, International industrial relations and Trade Unions, Social Security Schemes in Some Leading Countries, Industrial

Relations in Japan, China.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Dowling, W., & Schuler, S. (1999). *International Human Resource Management*. Thomson.
2. Wil.AHarzing et al., (2011). *International Human Resource Management* (3<sup>rd</sup> ed.). Sage Publications.

**REFERENCES:**

1. Mamoria, C.B. & Mamoria, S. (2010). *Dynamics of Industrial Relations*. Himalaya Publishing House.
2. Monappa, A., Nambudiri, R., & Selvaraj, P. (2012). *Industrial relations and Labour Laws*. Tata McGraw Hill.
3. Chhabra, T.N. *Industrial Relations and Labour Laws*. Dhanpat Rai Publishing House.
4. Mallik, P.L. *Handbook of Industrial and Labour Laws*. Eastern Book Company.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	3	3	3	3	3	3	3	-
CO2	3	3	1	3	3	2	1	1	-	1	-
CO3	2	-	2	3	3	2	-	2	-	-	-
CO4	2	3	-	2	3	3	-	-	-	-	-
CO5	3	3	-	2	3	2	-	3	2	2	-
Average	2.6	3	2	2.6	3	2.4	2	2.25	2.5	2	-
Level of correlation of the course	3	3	2	3	3	3	2	2	3	2	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB37 BUSINESS PLANNING AND DEVELOPMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Recognize what it takes to start an entrepreneurial endeavour.
2. Assess the feasibility of any idea, and suggest recommendations for next steps.
3. Demonstrate understanding of market and competition and outline key success factors for a venture.
4. Demonstrate negotiation skills and plan day-to-day priorities to run a business.
5. Develop a business plan relevant to current marketplace and lending landscapes.

**UNIT-I: INTRODUCTION TO BUSINESS PLANNING:** Discovering entrepreneurial opportunities Sample Case and General Outline; Defining the Purpose; Identifying Customers and Markets; Describing Products and Services; Setting Strategies and Tactics; Developing a Plan.

**CASE STUDY: UNIT-I**

**UNIT-II: DEFINING THE BUSINESS:** Role, need and preparation of the business plan; Developing the details of the business plan; Structuring the organization; building a management team; refining the business proposition; conducting feasibility analysis; outlining implementation.

**CASE STUDY: UNIT-II**

**UNIT-III- STRATEGIC PLANNING:** Finding sources of financing; Preparing a targeted presentation; Preparing a targeted pitch; Targeting Customers; Characterizing the Market; Forecasting Sales; Managing Cash Flow; Understanding the Financials; Defining Business Goals.

**CASE STUDY: UNIT-III**

**UNIT-IV: TACTICAL PLANNING:** Planning operations; Setting Milestones; Assigning Responsibility; Allocating Resources; Maintaining Timelines; Assessing Results.

**CASE STUDY: UNIT-IV**

**UNIT-V: CRITICAL RISKS AND PROBLEMS:** Legal Issues in Entrepreneurship; ethical issues in Entrepreneurship; institutions- State level institutions-Other agencies; Industry Associations.



## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Dorf, R.C., (2007). *Technology Ventures: From Idea to Enterprise with Student DVD* (2<sup>nd</sup> ed.). McGraw-Hill Higher Education.
2. Brown (2015). *Writing a Business Plan that Works: Create a Winning Business Plan and Strategy For Your Start-up Business*. CreateSpace.

### REFERENCES:

1. Harvard (2007). *Creating a Business Plan: Expert Solutions to Everyday Challenges*. Harvard Business School Press.
2. Ford et al. (2007). *The Ernst & Young Business Plan Guide*, John Wiley & Sons.
3. Sahlmann (2008). *How to Write a Great Business Plan*, Harvard Business School Press.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	3	3	-	-	-	-	-	-
CO2	-	-	3	-	-	-	-	-	-	3	-
CO3	2	-	-	-	-	-	-	-	-	3	-
CO4	-	-	-	3	-	-	3	-	-	-	-
CO5	-	-	-	-	-	-	-	-	-	3	-
Average	2.5	-	3	3	3	-	3	-	-	3	-
Level of correlation of the course	3	-	3	3	3	-	3	-	-	3	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB38 BUSINESS INTELLIGENCE**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain key concepts and current practices of business intelligence.
2. Make use of analytical techniques in business intelligence systems.
3. Examine the role of data mining and data warehousing in bringing functional efficiency in an enterprise.
4. Apply relevant theories, concepts and techniques to solve real-world BI problems
5. Describe the critical challenges for business intelligence success in the dynamic business environment.

**UNIT-I:** Introduction To Business Intelligence: Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications.

**CASE STUDY: UNIT-I**

**UNIT-II:** Tools of Business Intelligence: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers.

**CASE STUDY: UNIT-II**

**UNIT-III:** Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Ethical issues in Data Mining.

**CASE STUDY: UNIT-III**

**UNIT–IV:** Introduction to Data Warehousing: Introduction, Data Warehousing, Data Mart, Aspects of Data Mart, Online Analytical Processing, Characteristics of OLAP, OLAP Tools, OLAP Data Modeling, OLAP Tools and the Internet, Difference between OLAP and OLTP, Multidimensional Data Model.

**CASE STUDY: UNIT-IV**

**UNIT–V:** Business Intelligence Issues and Challenges: Introduction, Critical Challenges for Business Intelligence success, Cross-Organizational Partnership, Business Sponsors, Dedicated Business Representation, Business Intelligence Application Development methodology, Creating Cost Effective Enterprise friendly BI solution.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Thareja, R. (2009), *Data Warehouse*. Oxford University Press.
2. Han, J., Kamber, M., & Pei, J. *Data Mining: Concepts and Techniques* (3<sup>rd</sup> ed.). Elsevier.

**REFERENCES:**

1. William Inmon. *Building the Data Warehouse*. Wiley publication.
2. Mallach, E.G. *Decision Support and Data Warehouse Systems*. Tata McGraw-Hill Education.
3. Turban, E., Sharda, R., DursunDelen, & King, D. *Business Intelligence*. Prentice Hall.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Level of correlation of the course	-	-	-	3	-	-	-	-	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB39 RISK AND INSURANCE MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain various concepts, objectives, process and strategies in risk management
2. Identify and manage various risks by applying hedging strategies.
3. Explain the roles, functions and operations of insurance regulatory body.
4. Explain the concepts, policies and procedures associated with property and liability insurance.
5. Explain the various insurance plans that helps to meet the individual needs.

**UNIT-I: INTRODUCTION TO RISK MANAGEMENT:** Risk Management: Meaning, Objectives, Risk Management Process and steps, Benefits of Risk Management; **RISK AVERSION:** Risk Management by individuals and corporations or businesses -. Loss Control: Types of Loss Control - Optimal Loss control.

**CASE STUDY: UNIT-I**

**UNIT-II: RISK MANAGEMENT TECHNIQUES:** Risk management with derivatives: Hedging with Options, Forwards, Futures and Swaps- Common risks that are hedged with Derivatives-Constructing other derivatives; Risk management through Insurance: Requirements of an insurable risk – Legal Principles of Insurance and Characteristics of Insurance; Introduction to Personal insurance; Contract – Benefits and Costs of Insurance to Society –Comparison of Insurance contracts with other contracts of hedging.

**CASE STUDY: UNIT-II**

**UNIT-III: INSURANCE INDUSTRY:** Development and Regulation of Indian Insurance Industry and Role of IRDA- Operations of Insurance Companies-Underwriting- Rate Making Financial Operations of Insurance Companies- Insurance Accounting Terms.

**CASE STUDY: UNIT-III**

**UNIT-IV: PROPERTY AND LIABILITY INSURANCE:** Liability risk –Basis of legal liability- Law of Negligence-Elements of negligence–defences against negligence- Homeowners insurance – Auto Insurance

–Commercial Property Insurance – Commercial Liability Insurance - Crime Insurance and Surety Bonds – Coverage- Exclusions –Conditions- Popular plans and schemes relevant to these insurances.

**CASE STUDY: UNIT-IV**

**UNIT-V: LIFE AND HEALTH INSURANCE:** Life Insurance –Basic Types and Plans- Selection of a Life Insurance Plan- Annuities and Types of Annuity plans- Individual Health Insurance coverage’s – Group Health Insurance Plans- Social Insurance – reasons of Social Insurance- Types of Benefits.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Rejda, G.E. (2013). *Principles of Risk Management and Insurance* (10<sup>th</sup> ed.). Pearson Publications.
2. Gupta, P.K. *Insurance and Risk Management* (2<sup>nd</sup> ed.). Himalaya Publishing House.

**REFERENCES:**

1. Harringam, S.E. & Niehaus, G.R. (2011). *Risk Management and Insurance* (2<sup>nd</sup> ed.). Tata McGraw-Hill,
2. Dorfman (2009). *Introduction to Risk Management and Insurance* (8<sup>th</sup> ed.). Pearson.
3. Reddy, R.K. & Krishna P.M. (2007). *Risk Management*. Discovery Publishing House.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Level of correlation of the course	-	-	-	3	-	-	-	-	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB40 SUPPLY CHAIN MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the role Supply Chain Management plays in business processes.
2. Quantitatively analyze and interpret Supply Chain information.
3. Solve typical Supply Chain Management problems.
4. Analyze and report Supply Chain performance.
5. Identify& address ethical issues that arise when managing Supply Chains.

**UNIT-I: INTRODUCTION:** Generic Types of supply chain, Various Definitions and Implications, Major Drivers of Supply chain. Strategic Decisions in Supply Chain Management: Introduction, Business Strategy, Core Competencies in Supply Chain, Strategic SC Decisions, Customer Relationship Management Strategy, Supplier Relationship Management Strategy.

**CASE STUDY: UNIT-I**

**UNIT-II: SOURCE OF MANAGEMENT IN SUPPLY CHAIN:** Introduction, Elements of Strategic Sourcing, A Collaborative Perspective, Development of Partnership. Inventory Management in Supply Chain Introduction, Types of Inventory, Supply/ Demand Uncertainties, Inventory costs, Selective Inventory Control, Vendor Manage Inventory system, Inventory Performance Measure

**CASE STUDY: UNIT-II**

**UNIT-III: INFORMATION TECHNOLOGY IN SUPPLY CHAIN:** Introduction, Types of IT Solutions like Electronic Data Inter change (EDI), Intranet/ Extranet, Data Mining/ Data Warehousing and Data Marts, E-Commerce, E- Procurement, Bar Coding Technology. Information System in Supply Chain Introduction, Computer Based Information Systems, Computer Models and Perceptions about ERP & SCM.

**CASE STUDY: UNIT-III**

**UNIT-IV: APPLICATION OF MATHEMATICAL MODELING IN SUPPLY CHAIN:** Introduction, Modeling, Consideration in Modeling SCM System, Structuring the Logistic chain, Concept of Modeling.



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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB41 HUMAN RESOURCE PLANNING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Identify various factors affecting Human Resource Planning.
2. Summarize Human Resource planning strategies employed by organizations.
3. Explain the various phases of Human resource planning process and also identify the emerging trends in Human Resource Planning.
4. Demonstrate the understanding of HRIS at Micro and Macro level.
5. Make use of HR information in career planning.

**UNIT-I: INTRODUCTION:** Macro and Micro Level Manpower Planning – Objectives and Functions - Significance-Process-Factors Influencing.

**CASE STUDY: UNIT-I**

**UNIT-II: SYSTEMS APPROACH TO HUMAN RESOURCE PLANNING:** Manpower Inventorying- Methods Manpower Forecasting-Models and Techniques.

**CASE STUDY: UNIT-II**

**UNIT-III: RECRUITMENT:** Sources-Evaluation and Selection-Procedures-Techniques-Factors influencing Recruitment and Selection.

**CASE STUDY: UNIT-III**

**UNIT-IV: PLACEMENT:** Induction-Training-Strategies for Orienting New Employees-Career Planning. Learn Staff Policy: Downsizing-Retrenchment, Retirement, Redeployment, and Exit Strategy.

**CASE STUDY: UNIT-IV**

**UNIT-V: MANPOWER UTILIZATION:** Indices and Techniques-Factors affecting Performance. Employee retention: Transfer-Promotion-Job Redesign-Job redesign Techniques-Job rotation Job Enrichment-Job enlargement.

**CASE STUDY: UNIT-V**



**TEXT BOOKS:**

1. DK Bhattacharya. (2008). *Human Resource Planning*, Excel.
2. Prakesh, U., & Rao, T.V. (2009). *Human Resource System*, Oxford.
3. Patters, T.H. (2009). *Manpower Planning and Development of Human Resources*. John Wiley.

**REFERENCES:**

1. Garden & MeBeath. *Organization and Manpower Planning*. Business Books.
2. Srivarsava, M.P. *Human Resource Planning*. Institute of Royal Resources.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	3	3	3	-	-	-	3
CO2	3	-	-	3	3	3	-	-	-	-	-
CO3	3	-	-	3	3	3	3	-	-	3	-
CO4		-	-	3	3	3	-	-	-	-	-
CO5	3	-	-	-	-	-	-	-	-	-	-
Average	3	-	-	3	3	3	3	-	-	3	-
Level of correlation of the course	3	-	-	3	3	3	3	-	-	3	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB42 ENTREPRENEURIAL MARKETING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Demonstrate the relationship between the concepts of marketing and entrepreneurship.
2. Identify the significance of creative sales and marketing for start-ups.
3. Summarize advantages and disadvantages of various channel options and explain the rationale for choosing a channel strategy.
4. Design marketing tactics appropriate to the limited resources of a new venture.
5. Develop innovative promotional strategies for a new venture.

**UNIT-I: INTRODUCTION:** Introduction to New Venture Planning- sustaining competitive advantages of New ventures- five forces of industry competitiveness- Role of Marketing and its importance- feasibility tests- market feasibility tests and reports -Role of marketing innovations for entrepreneurs- cooperative marketing in rural areas.

**CASE STUDY: UNIT-I**

**UNIT-II: INITIATING MARKETING PLANNING:** Market research and its importance – research objectives& methodology- Qualitative data and quantitative data- primary & secondary data gathering- arrangement- data analysis preparation of marketing research report. **DEMAND FORECASTING:**

Forecasting sales of innovative product/service, Survey based forecasting & Model-based forecasting

**CASE STUDY: UNIT-II**

**UNIT-III: PRODUCT DEVELOPMENT AND PRICING FOR NEW VENTURE:** Product concept development-Product Segmentation, Targeting, Positioning in new venture-Pricing in new ventures- Price determination of new innovative products-cost and value-based pricing, behavioural pricing. Application of pricing strategies like bundle, segment, product line, menu pricing and measuring the consumer's willingness to pay.

**CASE STUDY: UNIT-III**

**UNIT-IV: DISTRIBUTION CHANNELS FOR NEW VENTURES:** Understanding Channels- Channel Options- Owned-Earned-Paid-Channel Drivers- Choosing a Channel Strategy- Three Channel Design Imperatives-Formalized Channel Arrangement-Supply Chain Management.

**CASE STUDY: UNIT-IV**

**UNIT-V: PROMOTION FOR NEW VENTURES:** Promotional strategies for new ventures using No-Money Marketing Techniques-Promotional tools in New venture growth such as: Advertisement, Sales promotion- publicity-direct marketing, personal selling-Role of Integrated Marketing Communication in New Venture-Importance of networking socially and trade association wise- word of mouth-Role of Digital Marketing- Guerrilla marketing- Buzz marketing-viral marketing in emerging businesses.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Holt & David (1991). *Entrepreneurship New Venture Creation* (4<sup>th</sup> ed.). PHI.
2. Peters, H. *Entrepreneurship* (4<sup>th</sup> ed.). Tata McGraw Hill.
3. Lodish, Morgan & Archambeau. *Marketing that works*, Pearson Education.

**REFERENCES:**

1. Baker, M.J. (2000). *Marketing Strategy and Management* (3<sup>rd</sup> ed.). Macmillan.
2. Best, R.J. (2005). *Market-Based Management Strategies for Growing Customer Value and Profitability* (4<sup>th</sup> ed.). Pearson Prentice Hall.
3. Brassington & Pettitt (2003). *Principles of Marketing* (3rd ed.).
4. Bjerke, B. & Hultman, C.M. (2002). *Entrepreneurial Marketing*. Edward Elgar.
5. Morgan, H.L., Kallianpur, A. & Lodish, L.M. *Entrepreneurial Marketing: Lessons from Wharton’s pioneering MBA course*.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	-	3	2	2	-	2	2	-
CO2	2	-	3	3	-	2	-	-	-	-	-
CO3	3	-	3	-	3	3	-	-	-	-	-
CO4	3	-	2	2	2		2	-	-	-	-
CO5	2	-	2	2	2	2	2	-	-	-	-
<b>Average</b>	2.6	-	2.6	1.4-	2	1.8	0.8		0.4	0.4	-
<b>Level of correlation of the course</b>	3	-	3	2	2	2	1	-	1	1	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB43 CLOUD COMPUTING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Assess various cloud characteristics and service attributes, for compliance with enterprise objectives.
2. Outline governance and enterprise Risk Management in cloud computing.
3. Identify various cloud services.
4. Recognize security threat exposure within a cloud computing infrastructure.
5. Explain cloud computing and its application in business.

**UNIT-I:** Introduction Evolution of cloud computing, Models for cloud computing (IaaS, PaAS, SaAS etc.), Cloud computing vendors, Cloud computing threats, Cloud reference model, Security for cloud computing, Introduction to cloud computing market (vendors and solutions).

**CASE STUDY: UNIT-I**

**UNIT-II:** Governance and Enterprise Risk Management, Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations, Information risk management.

**CASE STUDY: UNIT-II**

**UNIT-III:** Information Lifecycle Management and Data Centre Operations Key challenges regarding data lifecycle security, Data centre operations, Implement five principal characteristics of cloud computing, Data centre security recommendations.

**CASE STUDY: UNIT-III**

**UNIT-IV:** Application Security Web Application, Attack methods, what is web application security, Application security layer, Vulnerability distribution, Security solutions, Applications in cloud environments security. Virtualization: Hardware virtualization, Software virtualization, Memory virtualization, Storage virtualization, Data virtualization, Network virtualization, Virtualization security and recommendations.

**CASE STUDY: UNIT-IV**

**UNIT-V:** Cloud Computing for Business: Comparison of traditional Vs Cloud based business solutions, Designing cloud based business solutions, Business models for engaging cloud vendors, Issues and challenges in cloud based business models.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Mulholland, Andy, Pyke, Jon, Finger, & Peter. *Enterprise Cloud Computing: a strategy guide for business and technology leaders*. Meghan Kiffer Press.
2. Linthicum, & David, S. *Cloud Computing and SOA Convergence in your Enterprise: A Step-by Step Guide*. Addison Wesley Information Technology Series.

**REFERENCES:**

1. Rhoton, & John. *Cloud Computing Explained: Implementation Handbook for Enterprises*. Kindle Edition.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Level of correlation of the course	-	-	-	3	-	-	-	-	-	-	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB44 MICRO FINANCE**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain and understand the relevance of microfinance and how it work towards rural development & growth.
2. Identify micro finance models and their contribution towards, economic growth, poverty elimination, women empowerment and gender equality.
3. Analyze the linkage between MFIs and Rural development.
4. Examine the significance and funding of Microfinance Institutions & Self-Help Group.
5. Explain relevance of microfinance to women empowerment and gender equality.

**UNIT-I: OVERVIEW OF MICROFINANCE:** Background, Concept, Fundamentals of Microfinance, Characteristics of Microfinance, Microfinance & Banking, The Grameen Bank, Microfinance & Micro Credit, Microfinance, NGOs, Channels of Microfinance, Microfinance & Rural Development- Role of MFIs and Rural credit, Types of rural Credit Poverty Microfinance and Economic Well-being ,Microfinance & Women Empowerment, Financial Inclusion.

**CASE STUDY: UNIT-I**

**UNIT-II: MICROFINANCE LENDING MODELS AND ITS FINANCIAL & OTHER PRODUCTS:**

Microfinance Delivery Models and Banks Linkages Programme MFI Group Lending Model, MFI Individual Lending Model, MFI Loan Products & Related Issues, MFI Savings & Saving Products, Remittances, MFI Micro insurance.

**CASE STUDY: UNIT-II**

**UNIT-III: MICROFINANCE SERVICE PROVIDERS AND MICROFINANCE INSTITUTIONS:**

Governance and the Constitution of the Board of Various Forms of MFIs in India, Intermediaries for Microfinance, Commercialization of Microfinance Institutions, Challenges to Microfinance Institutions.

**CASE STUDY: UNIT-III**

**UNIT-IV: MICROFINANCE & SELF HELP GROUPS:** Meaning of SHGs, Pattern of their Functions- Funding Agencies of these SHGs-Provisions under SHGs- Savings, Credit, Marketing & Insurance, Financial & Social Inclusion through SHGs, SHGs and entrepreneurship development, NABARD and SHGs - SHGS & Bank Linkages - SHGs and Training Programmes, SHGs and Economic Empowerment, Role of SHGs in Poverty alleviation.

**CASE STUDY: UNIT-IV**

**UNIT-V: ISSUES, TRENDS AND STRATEGIC ALLIANCES IN MICROFINANCE:** Emerging issues in Microfinance, Recent Trends in Microfinance, Microfinance & Sustainable Development, Role of Technology in Microfinance, Microfinance & Gender equality, Impact of Microfinance on Women empowerment.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Karmakar, K.G. (2008). *Microfinance in India*. Sage Publication Private Ltd.
2. Lazar, P.D. & Natarajan (2010). *Macro Dynamic of Micro Finance*. Excels Books.
3. Lazar, D. & Palanichany, P. (2008). *Micro Finance and Poverty eradication- Indian and global experiences*. New Century Publication.

**REFERENCES:**

1. Hopkins, J. School of Advanced International Studies: Microfinance and Development.
2. McCarter, Griffin, K.D., Rudradath & K.P.M.Sundaram. *Indian Economy*. S.Chand & Co. Limited.
3. Mishra, S.K. & Puri, V.K. *Indian Economy*. Himalaya Publishing House.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	-	-	-

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<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB45 INTEGRATED MARKETING COMMUNICATION**

**COURSE OUTCOMES**

After completion of the course, the students will be able to

1. Demonstrate their understanding of how the communication component plays a vital role in the conceptualization, development and ultimate success of a marketing campaign.
2. Explain how IMC strengthens the impact of marketing communication tools.
3. List the primary marketing communication methods marketers' use as part of their IMC strategy.
4. Explain how marketers use IMC in their campaigns in order to execute marketing strategy.
5. Utilize budget appropriately when costing a Media-driven marketing Plan.

**UNIT-I:** Introduction to Integrated Marketing Communication (IMC) - Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour.

**CASE STUDY: UNIT-I**

**UNIT-II:** Understanding communication process Source, Message, Channel factors, Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation Adoption model, Information Processing Model, The Standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarch. Consumer Involvement – The Elaboration Likelihood (ELM) Model, the Foote, Cone and Belding (FCB) Model.

**CASE STUDY: UNIT-II**

**UNIT-III:** Planning for Marketing Communication (Marcom) Establishing Marcom Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as Marcom objective, DAGMAR approach for setting ad objectives. Budgeting for Marcom- Factors influencing budget, Theoretical approach to budgeting viz, Marginal analysis and Sales Response curve, Method to determine Marcom budget.

**CASE STUDY: UNIT-III**



**UNIT-IV:** Developing the Integrated Marketing Communication Programme - Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all promotional tools and IMC.

**CASE STUDY: UNIT-IV**

**UNIT-V:** Digital Media & Advertising - Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Shin, W., Stocchi, L., Kang, H., Ling, P., & Winchester, M. (2019). *Integrated Marketing Communication: A Balanced Approach*. Oxford University Press.
2. Ang, L. *Principles of Integrated Marketing Communications: An Evidence-based Approach*. Cambridge University Press.
3. Percy, L. (2014). *Strategic Integrated Marketing Communications*. Taylor & Francis.

**REFERENCES:**

1. Shah, K. (2014). *Advertising and Integrated Marketing Communications*. McGraw Hill Education.
2. Kitchen, P. J., & Pelsmacker, P. D. (2004). *Integrated Marketing Communications: A Primer*. Routledge.
3. Clow, K. E., & Baack, D. (2016). *Integrated Advertising, Promotion, and Marketing Communications*. Pearson.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Level of correlation of the course	-	-	-	3	-	-	-	-	-	-	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB46 KNOWLEDGE MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the need and importance of knowledge management in an organizational context.
2. Select various models for preserving knowledge in organization.
3. Identify dissemination tools and strategies of knowledge management in organizations.
4. Identify challenges and implications of managing a KM Team.
5. Propose a suitable knowledge infrastructure and appropriate leadership style for the organizations.

**UNIT-I: INTRODUCTION:** Information Management to Knowledge Management, Industrial Economy to Knowledge Economy, Basics of Knowledge Management, Knowledge management theory and practice, Major approaches to KM cycle, Integrated Cycle-Knowledge Management Matrix- Knowledge Management Roadmap.

**CASE STUDY: UNIT-I**

**UNIT-II: KM MODELS:** Knowledge management models – Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, -Choo, Sense-making KM model, Boisot Single Space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

**CASE STUDY: UNIT-II**

**UNIT-III: KM TOOLS AND METRICS:** Knowledge acquisition and creation tools, Sharing and Dissemination tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced score card, House of Quality method.

**CASE STUDY: UNIT-III**

**UNIT-IV: KM IN ORGANISATIONS:** Organizational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organizational levels, - Knowledge Reuse, Knowledge Repositories.

**CASE STUDY: UNIT-IV**

**UNIT–V: KNOWLEDGE LEADERSHIP:** Knowledge Leadership styles, Knowledge alignment with business strategies, Design and Development of Knowledge Management System, Balancing knowledge and business management systems, Constructing knowledge infrastructure- Future of Knowledge Management.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Dalkir, K. (2011). *Knowledge Management in Theory and Practice*, Butterworth –Heinemann.
2. Jasimuddin, S.M. *Knowledge Management – An Inter Disciplinary Perspective*. Cambridge University Press.

**REFERENCES:**

1. Barnes, S. (2002). *Knowledge Management Systems – Theory and Practice*, Cengage Learning.
2. Cavaleri,S., Seivert,S. & Lee, L.W. (2008). *Knowledge Leadership: The Art and Science of Knowledge based organisation*. Butterworth – Heinemann.
3. Jawadekar, W. *Knowledge Management*. Tata McGraw Hill Co.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Level of correlation of the course	-	-	-	3	-	-	-	-	-	-	-

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<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB47 NEW VENTURE PLANNING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the concepts and theories of entrepreneurship in business context.
2. List the role of entrepreneur and their characteristics.
3. Develop ideas, creative and innovative skills identify opportunities for enterprises.
4. To generate business idea or to scale up the existing enterprise.
5. To develop a business plan with financial projection.

**UNIT-I: INTRODUCTION:** Concept and introduction, Entrepreneurial Process, Setting, Preparation, Management, Survival and Growth, Transition, Entrepreneurial behavior and skills, Entrepreneurial structure, Entrepreneurial Culture vs. administrative culture, Entrepreneur vs Intrapreneurs;  
**ENTREPRENEURSHIP IN DIFFERENT CONTEXT AND FORMS:** Rural entrepreneurship; Group entrepreneurship; Social entrepreneurship; Corporate entrepreneurship; Indigenous entrepreneurship; women entrepreneurship; entrepreneurship in backward regions; International entrepreneurship. Entrepreneur biographies - the actual successes and failures

**CASE STUDY: UNIT-I**

**UNIT-II:THE ENTREPRENEUR:** Role of an entrepreneur: different views-Psychological, social, economic and managerial; Classification of entrepreneurs; Characteristics and Classification of entrepreneurship, Entrepreneurial Traits , Motivation Theories- Joseph Schumpeter Theory of Innovation, Achievement Motivation, Entrepreneurship Motivation Training, Entrepreneur distinguished from Manager and Leader, Entrepreneurial Life Cycle; **ENTREPRENEURSHIP DEVELOPMENT:** Models of Entrepreneurship Development, Designing Entrepreneurship Awareness Program, Designing comprehensive EDPs evaluating an EDP.

**CASE STUDY: UNIT-II**

**UNIT-III: IDEA GENERATION AND FEASIBILITY ANALYSIS:** Idea Generation; Creativity and Innovation; Identification of Business Opportunities; Market Entry Strategies; Marketing Feasibility; Financial Feasibilities; Political Feasibilities; Economic Feasibility; Social and Legal Feasibilities; Technical Feasibilities; Managerial Feasibility, Location and Other Utilities Feasibilities.

**CASE STUDY: UNIT-III**

**UNIT-IV: BUSINESS PLAN:** Business model – Meaning, designing, analyzing and improvising; Business Plan – Meaning, Scope and Need; Financial, Marketing, Human Resource and Production/Service Plan; Business plan Formats; Project report preparation and presentation; Why some Business Plan fails?

**CASE STUDY: UNIT-IV**

**UNIT-V: GOVERNMENT SCHEMES AND POLICIES FOR ENTREPRENEURSHIP DEVELOPMENT:** Start up India, Make in India, Atal Innovation Mission, STEP,JAM, STAND-UP India, TREAD, PMKVY, Schemes of DST, DIPP, MSME Single Point Registration Scheme, Ministry of Agriculture and Farmers Welfare-The Venture Capital Assistance Scheme GoI-Pradhan Mantri Mudra Yojana ,Small Industries Development Bank of India (SIDBI)- Sustainable Finance Scheme, Department Of Science & Technology (DST)-NewGen Innovation and Entrepreneurship Development Centre.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Kuratko & Hodgetts (2006). *Entrepreneurship Theory and Practices*. Thomson Learning.
2. Kumar, A. *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*.
3. Peter, D. *Entrepreneurship and Innovation*. Heineman.

**REFERENCES:**

1. Jones, T. (2003). *Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability*. Butterwork Heinemann.
2. Desai, V. (2003). *Small-Scale Industries and Entrepreneurship*. Himalaya Publishing House.
3. Catlin, K. &, Matthews, J. *Building the Awesome Organization: Six Essential Components that Drive Entrepreneurial Growth (2<sup>nd</sup> ed.)*. The Kauffman Centre Series.



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<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB48 DATA VISUALIZATION MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Design effective data visualizations in order to provide new insights into a research.
2. Properly document and organize data and visualizations.
3. Identify purposes and uses of data visualization for the organization.
4. Explain how data visualization can enhance management with data.
5. Rapidly prototype visualizations for business storytelling.

**UNIT-I: INTRODUCTION:** Introduction to data visualizations – The importance of context Exploratory vs. explanatory – analysis – Illustrate: Who, What & How – Storyboarding.

**CASE STUDY: UNIT-I**

**UNIT-II: BASIC PRINCIPLES OF VISUALIZATION:** Visually encoding data - Choosing graphic Forms - A Grain of Salt – Organizing the Display – Exploring Data with Simple Charts – Visualizing Distributions – Seeing Relationships – Mapping Data.

**CASE STUDY: UNIT-II**

**UNIT-III: ELIMINATING THE CLUTTER:** Clutter – Gestalt principles of visual perception – Lack of visual order – Non-strategic use of contrast – Decluttering: Step-by-step.

**CASE STUDY: UNIT-III**

**UNIT-IV: COGNITION:** The EYE and the Visual brain – Visualizing for the mind – Images in the Head – Creating Information Graphics – Interactive Graphics.

**CASE STUDY: UNIT-IV**

**UNIT-V: VISUAL ANALYICS, STORY TELLING & BIG DATA:** Story telling principles: Gricean Maxims – Barbara Minto’s pyramid principle – Seven steps of storytelling – Scenario for combining data, model and stories – Five golden rules for statistical story tellers.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Kieran Healy (2019), Data Visualization: A Practical Introduction. PUP.
2. Alberto Cairo (2015). The Truthful Art: Data, Charts, and Maps for Communication. New Riders.
3. Cole NussbaumerKnafllic (2015). Story Telling with Data: A Data visualization Guide for Business Professionals. Wiley.

**REFERENCES:**

1. Scott Berinato (2016). Good Charts: the HBR Guide to Making Smarter, more persuasive Data Visualization. HBR
2. Edward R. Tufte. The Visual Display of Quantitative Information. Graphics Press.

<b>COs/POs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>
<b>CO1</b>	-	-	-	3	-	-	-	-	-	-	-
<b>CO2</b>	-	-	-	3	-	-	-	-	-	-	-
<b>CO3</b>	-	-	-	3	-	-	-	-	-	-	-
<b>CO4</b>	-	-	-	3	-	-	-	-	-	-	-
<b>CO5</b>	-	-	-	3	-	-	-	-	-	-	-
<b>Average</b>	-	-	-	3	-	-	-	-	-	-	-
<b>Level of correlation of the course</b>	-	-	-	3	-	-	-	-	-	-	-



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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB49 BUSINESS VALUATION**

**Course Outcomes:**

After completion of the course, the students will be able to

1. Explain and apply the basic techniques of valuation.
2. Analyze the financial performance of businesses.
3. Identify and use various methods of credit analysis
4. Analyze the ratios for M & A and restructuring.
5. Examine the risk, return and value of equity by applying various methods

**UNIT-I: INTRODUCTION TO FINANCIAL ANALYSIS:** Finance and accounting – meaning –Types of companies - Financial statement analysis – on the basis of materials used – on the basis of modus operandi – Comparing financial and non-financial listed companies performance through annual as a bench marking against competitor and industry.

**CASE STUDY: UNIT-I**

**UNIT-II: FINANCIAL ANALYSIS THROUGH RATIOS:** Accounting analysis – Factors influencing accounting quality – Steps in accounting analysis – Drivers of firms profitability and growth – Measuring overall profitability – Decomposing profitability – Measuring earnings - Evaluating Investment management – Liquidity analysis and net trade cycle - Evaluating financial management& leverage analysis – Assessing sustainable growth rate of companies – Assessing historical pattern of key ratios among financial (CAMEL analysis) and non-financial firms – Analysis of cash flow.

**CASE STUDY: UNIT-II**

**UNIT-III: PROSPECTIVE AND CREDIT ANALYSIS:** Prospective analysis – Techniques - Elements of detailed forecast – Sensitivity analysis –Decision tress analysis of capital budgeting - Credit analysis – Market for credit –Credit analysis process –Factors driving debt rating – Kalpan – Urwitz model of debt rating – Prediction of distress and turnaround – MDA, PCA and RPA.

**CASE STUDY: UNIT-III**

**UNIT-IV: M & A AND EQUITY ANALYSIS:** Mergers and acquisition – Motivations for M & A – Valuation of M & A - Valuation of equity and debt – Primary and secondary market analysis - Assessing market value of equity with book value and index, P/B analysis, Price earnings ratio – PEG analysis – F Score.

**CASE STUDY: UNIT-IV**

**UNIT-V: EQUITY VALUATION:** Risk and return of equity – Dividend pattern analysis – Valuation of Options & Futures – BS model, Binomial model – Hedging.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Marco Fazzini, Business Valuation: Theory and Practice, Springer, 2018.
2. Palepu Healy and Bernard, : Business analysis & valuation, South western college publication, 2nd edition

**REFERENCES:**

1. Z. Christopher Mercer, Travis W. Harms, Business Valuation: An Integrated Theory, Wiley, 2020
2. McKinsey & Company Inc., Tim Koller, Marc Goedhart, Valuation: Measuring and Managing the Value of Companies, McKinsey & Company.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	-	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	3	-	-
Average	-	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	3	-	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>

**20CMB50 MARKETING RESEARCH**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Examine the relationship between market research and decision making.
2. Analyze the processes used in formulating and conducting market research projects.
3. Determine of the market conditions under which research may be undertaken.
4. Comprehend the range of qualitative and quantitative techniques and methods available in market research.
5. Identify the ethical problems that arise in research situations and be able to address them in a systematic and thoughtful manner.

**UNIT-I: INTRODUCTION:** Nature and Role of Marketing Research in Marketing Plan; Marketing Intelligence versus Marketing Research; Classification of Research; Process of Marketing Research; Research Design and Types.

**CASE STUDY: UNIT-I**

**UNIT-II: DESIGNING RESEARCH:** Overview of major components of Research Methodology; Sampling Frame, Sampling unit; Determination of Sample size; Sampling Techniques; Types of Errors in Marketing Research; **DATA COLLECTION:** Sources of Data; Tools of Data Collection.

**CASE STUDY: UNIT-II**

**UNIT-III: QUESTIONNAIRE DESIGN:** Fundamentals of Questionnaire designing; Scales of Measurement; Structured and Unstructured, Open-ended and Closed-ended Questions; Choosing a scale and Question Type; Reliability and Validity of Questionnaire.

**CASE STUDY: UNIT-III**

**UNIT-IV: DATA ANALYSIS:** Simple Tabulation and Cross Tabulation; Measures of Central Tendency and Variation; **TESTS OF HYPOTHESIS:** Uni and Multi Variate Tests: Z-Test, T-Test, Chi Square Tests and ANOVA - Univariate and Multi variate; Analysis of Experimental designs; Non-Parametric Tests.

**CASE STUDY: UNIT-IV**

**UNIT-V: MEASURES OF ASSOCIATION:** Correlation and Regression; Advanced Methods of Analysis in Marketing Research - Cluster Analysis, Factor Analysis, Multi-dimensional Scaling, Conjoint Analysis, Multiple Discriminant Analysis.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Aaker, D.A. (2018). Marketing Research (13<sup>th</sup> ed.). Wiley.
2. Hair Jr, J.F., Ortinau, D.J., & Harrison, D.E. (2020). ISE Essentials of Marketing Research 5<sup>th</sup> ed.). McGraw Hill.
3. Hague, P., Cupman, J., & Harrison, M. (2016). Market Research in Practice: An Introduction to Gaining Greater Market Insight (3<sup>rd</sup> ed.). Kogan Page.

**REFERENCES:**

1. Babin, B.J. (2018). Essentials of Marketing Research. Cengage Learning.
2. Belk, R.W., Fischer, E., & Kozinets, R. (2012). Qualitative Consumer and Marketing Research (1<sup>st</sup> ed.). SAGE Publications Ltd.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	2	-	-	-	-	-	-	-
CO2	3	-	-	-	-	-	-	-	-	-	-
CO3	3	-	-	3	-	-	-	-	-	-	-
CO4	3	-	-	3	3	-	-	-	-	-	-
CO5	2	3	-	-	-	-	-	-	-	-	-
Average	2.8	0.6	-	1.6	0.6	-	-	-	-	-	-
Correlation Level of the Course	3	1	-	2	1	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB51 COMPENSATION AND REWARD MANAGEMENT**

**COURSE OUTCOMES:**

After completion of course, the students will be able to

1. Summarize various conceptual aspects of compensation and benefits in achieving organizational goals.
2. Design compensation plan and strategies for retention and motivation of quality workforce in business organizations.
3. Develop suitable reward system for satisfying the financial and non-financial needs of employees.
4. Formulate effective compensation strategies, compensation plans, CTC, wage survey and calculate various bonus.
5. Summarize legal and administrative challenges in designing and executing a compensation plan.

**UNIT-I: DETERMINING COMPENSATION:** Definition of Compensation, Basic concepts of Compensation. (Wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.)- Factors effecting compensation. Compensation plans and business strategy for unorganized sectors.

**CASE STUDY: UNIT-I**

**UNIT-II: DEVISING AND CALCULATING A COMPENSATION PLAN:** Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure. Employee Contributions: Pay For Performance (PFP), Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick’s Multiple Piece Rate Plan, Gantts Task & Bonus Wage Plans.

**CASE STUDY: UNIT-II**

**UNIT-III: DETERMINING EXTERNAL COMPETITIVENESS and BENEFITS MANAGEMENT:** Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay

Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

**CASE STUDY: UNIT-III**

**UNIT-IV: COMPENSATING TOP BRASS:** Executive’s compensation, components of executive compensation, benefits and prerequisites for executives, executive compensation and managerial compensation compared.

**CASE STUDY: UNIT-IV**

**UNIT-V: LEGAL ASPECTS IN COMPENSATION:** Payment of bonus act 1965, payment of wages act 1936, wage boards- its functions and benefits, pay commissions – benefits and significance and functions.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Martocchio, J. J. (2012). Strategic Compensation: A Human Resource Management Approach. (n.p.): Pearson Education.
2. Dessler, G. (2004). A Framework For Human Resource Management. United States: Pearson Prentice Hall.
3. Sharma, S., Sharma, R. C. (2019). CompensationManagement. India: SAGE Publications.

**REFERENCES:**

1. Singh, B.D. (2007). Compensation and Reward Management. India: Excel Books.
2. Milkovich, G., Gerhart, B., Newman, J. (2016). Compensation. United Kingdom: McGraw-Hill Education.
3. Biswas, B. D. (2014). Employee Benefits Design and Compensation (Collection). Pearson Education.
4. Balsam, S. (2002). An Introduction to Executive Compensation. United Kingdom: Academic Press.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	-	-	2	2	-	-	-	-
CO2	2	2	3	2	2	2	2	-	-	-	-
CO3	2	2	2	-	-	3	-	-	2	-	-
CO4	3	-	3	3	-	3	-	-	-	3	-
CO5	3	-	3	-	-	3	-	-	-	-	-
Average	2.6	1.4	2.6	1	0.4	2.6	0.8	-	0.4	0.6	-
Correlation Level of the Course	3	1	3	1	1	3	1	-	1	1	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB52 MANAGING MICRO SMALL AND MEDIUM ENTERPRISES**

**COURSE OUTCOMES:**

After the completion of the course, the students will be able to

1. Explain the concept, role and challenges of SMEs in Indian economy.
2. Assess various opportunities and outline the process of initiating a start-up.
3. Interpret the role of various entrepreneurial guidance bureaus.
4. Identify issues in MSMEs and suggest measures for rehabilitation of MSMEs.
5. Elaborate government policies, special benefits of import export and GST exemptions pertaining to MSMEs.

**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.

**CASE STUDY: UNIT-I**

**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.

**CASE STUDY: UNIT-II**

**UNIT-III: INSTITUTIONS SUPPORTING MSMEs:** –Forms of Financial support, Long term and Short-term financial support, Sources of Financial support, Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

**CASE STUDY: UNIT-III**

**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.

## CASE STUDY: UNIT-IV

**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)- objectives- Special Benefits of imports and exports-state government support on Industrial Infrastructure-GST and its exemptions.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Desai.V, (2003). Small Scale Industries and Entrepreneurship, Himalaya Publishing House.
2. Charanthimath P M, (2006). Entrepreneurship Development Small Business Enterprises, Pearson.

### REFERENCES:

1. Burns.P & Hunt.J.W, (2010). Small Business Entrepreneurship, Palgrave Macmillan publishers.
2. Chaudhury.S.K, (2013). Micro Small and Medium Enterprises in India Hardcover, Raj Publications .
3. Agarwal, A.M., Small and medium enterprises in transitional economies, challenges and opportunities, DEEP and DEEP Publications.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	2	2	3	3	2	-	-	2	-
CO2	2	2	2	3	3	2	2	-	2	3	-
CO3	3	3	3	3	3	3	3	-	-	3	-
CO4	3	3	2	-	3	3	2	-	-	3	-
CO5	3	-	-	1	1	2	-	-	-	3	-
Average	2.8	2.6	2.25	2.25	2.6	2.6	2.25	-	2	2.8	-
Correlation Level of the Course	3	3	2	2	3	3	2	-	2	3	-



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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB53 INFORMATION MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the various types of information system and its applications in managerial decision making.
2. Identify and summarize the System Analysis and Design Tools.
3. Outline the key concepts in the field of DBMS.
4. Make use of System security and control measures in Information Systems.
5. Identify the emerging areas of information technology and its importance to business.

**UNIT-I: INTRODUCTION:** Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

**CASE STUDY: UNIT-I**

**UNIT-II: SYSTEMS ANALYSIS AND DESIGN:** Systems development methodologies, Systems Analysis and Design Tools – System flow chart, Decision table, DFD, ER, Object oriented Analysis and Design, UML diagram.

**CASE STUDY: UNIT-II**

**UNIT-III: DATABASE MANAGEMENT SYSTEMS:** DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.

**CASE STUDY: UNIT-III**

**UNIT-IV: SECURITY, CONTROL AND REPORTING:** Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

**CASE STUDY: UNIT-IV**

**UNIT - V: NEW IT INITIATIVES:** Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Supply chain management, Customer relationship management.

**CASE STUDY: UNIT-V**

**TEXTBOOKS:**

1. Robert Schultheis and Mary Summer (2008). Management Information Systems –The Managers View. Tata McGraw Hill.
2. Kenneth C. Laudon and Jane Price Laudon (2012). Management Information Systems Managing the digital firm. PHI Learning / Pearson Education.

**REFERENCES:**

1. Rahul de. (2012.) MIS in Business, Government and Society. Wiley India Pvt Ltd.
2. Haag, Cummings and Mc Cubbrey (2013). Management Information Systems for the Information Age (9<sup>th</sup> edition). McGraw Hill.
3. Turban, McLean and Wetherbe (2008). Information Technology for Management – Transforming Organizations in the Digital Economy (6<sup>th</sup> edition). John Wiley.

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>
<b>CO1</b>	3	-	-	3	3	-	3	-	-	-	-
<b>CO2</b>	3	-	-	3	3	-	-	-	-	-	-
<b>CO3</b>	-	-	-	3	3	-	-	-	-	-	-
<b>CO4</b>	3	-	-	3	3	-	-	-	-	-	-
<b>CO5</b>	3	-	-	3	3	-	-	-	-	-	-
<b>Average</b>	<b>3</b>	-	-	<b>3</b>	<b>3</b>	-	-	-	-	-	-
<b>Correlation Level of the Course</b>	<b>3</b>	-	-	<b>3</b>	<b>3</b>	-	-	-	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB54 PROJECT APPRAISAL AND FINANCE**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the methods for generation and screening of Project ideas and comprehend a detailed project feasibility report.
2. Examine the various techniques of appraising projects, including socio-cost benefit analysis and comprehend the types and measures of risk relating to a project.
3. Examine the cost capital raised for the project.
4. Explain various factors influencing the working capital needs of a project.
5. Explain the various sources of financing required for a project.

**UNIT-I: PROJECT FORMULATION:** Project – Concepts –Types of projects - Generation and Screening of Project Ideas – Project identification – Preliminary Analysis, Market, Technical, Financial, Economic and Ecological – Pre-Feasibility Report and its Clearance, Project Estimates and Techno-Economic Feasibility Report, Detailed Project Report.

**CASE STUDY: UNIT-I**

**UNIT-II: PROJECT APPRAISAL:** Techniques of appraising projects. DCF and non-DCF methods – NPV, PI, IRR and MIRR, Payback Period and Discounted Payback Period, Accounting Rate of Return – Socio-Cost Benefit Analysis – Types and various measures of risk - Problems involving decision making.

**CASE STUDY: UNIT-II**

**UNIT-III: COST OF CAPITAL:** Meaning and significance – Factors influencing cost of capital - Calculation of cost of Capital- CAPM, Weighted Average Cost of Capital – Meaning - Book Value & Market Proportions - Problems involving decision making.

**CASE STUDY: UNIT-III**

**UNIT-IV: ASSESSING WORKING CAPITAL REQUIREMENTS:** Concept of Working Capital – Significance – Types of Working Capital - Various factors influencing working capital requirements –

Computation of Working Capital – Operating Cycle – Dangers of excess and inadequate working capital – Sources of working capital finance - Approaches to working capital management.

**CASE STUDY: UNIT-IV**

**UNIT-V: PROJECT FINANCE:** Traditional sources of financing - Equity shares, preference shares, Debentures/bonds, loan from financial institutions - Alternative sources of financing -Foreign Issues, FDI & FII, Private Equity, Securitization, Venture Capital - Public Private Partnerships.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Prasanna, C. (2017). Projects Planning, Analysis, Financing, Implementation, and Review (7<sup>th</sup> ed.). Tata McGraw Hill.
2. Choudhary S. (2016). Project Management (3<sup>rd</sup> ed.). Mc-Grawhill.
3. Desai, V. (2016). Project Management, Fourth Edition, Himalaya Publishing House.

**REFERENCES:**

1. N. Janardhan Rao & Amit Singh Sisodiya (2017). Public Private Partnership Model in India : Concepts, Issues and Outlook, Icfai University Press.
2. Nagarajan, K. (2017). Project Management, Second Edition, New Age International (P) Ltd.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	3	-
CO2	1	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	3	-	-
Average	1	-	-	3	-	-	-	-	3	3	-
Correlation Level of the Course	1	-	-	3	-	-	-	-	3	3	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB55 INDUSTRIAL MARKETING**

**COURSE OUTCOMES:**

After completion of this course, the students will be able to

1. Distinguish industrial marketing from consumer marketing.
2. Illustrate organizational influences on buying behavior.
3. Explain segmenting, targeting and positioning in industrial markets.
4. Formulate and design channel strategies and channel structure for industrial products.
5. Discuss the role of motivation and promotions in stimulating primary demand for industrial products.

**UNIT-I: NATURE OF INDUSTRIAL MARKETING:** Industrial Marketing vs Consumer Marketing  
Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer.  
Introduction to different types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub-Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services.

**CASE STUDY: UNIT-I**

**UNIT-II: ORGANIZATIONAL BUYING:** phases in purchasing decision process & their marketing implications, Buying centers, value analysis & vendor analysis. Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences on Buying Behavior: Buying Roles; The Buy Grid Model; The Organizational Buying Decision Process.

**CASE STUDY: UNIT-II**

**UNIT-III:** Industrial market segmentation, bases for segmenting industrial market-macro and micro variables. Targeting the industrial product, positioning the industrial product. Industrial product life cycle, product mix, Service component Industrial Product Decisions.

**CASE STUDY: UNIT-III**

**UNIT-IV:** The distribution channel component—Industrial distributors, Formulation of channel strategy-conditions influencing channel structure. Brief introduction to Marketing Logistics. Channel Structure for Industrial Products – Geographical, size, operating characteristics.

**CASE STUDY: UNIT-IV**

**UNIT-V:** Manufacturers’ and sales agents – Brokers - Channel Logistics Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Havaladar, K. K. (2005). Industrial Marketing: Text and Cases. India: Tata McGraw-Hill.
2. Cherunilam, F. (2015).Industrial Marketing: Text and Cases. India: Himalaya Publishing House.
3. Saavedra, C. A. (2018). The Marketing Challenge for Industrial Companies: Advanced Concepts and Practices. Switzerland: Springer International Publishing.

**REFERENCES:**

1. Webster, F. E. (1995). Industrial Marketing Strategy. United Kingdom: Wiley.
2. Govindarajan, M. (2009). Industrial Marketing Management. India: Vikas Publishing House Pvt Limited.
3. Phadtare, M. T. (2014). Industrial Marketing. India: PHI Learning.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	3	3	-	2	-	-	-	-	-
CO2	3	2	3	-	-	3	-	-	-	-	-
CO3	3	-	2	3	-	-	-	-	-	-	-
CO4	3	-	3	-	-	-	-	-	-	-	-
CO5	2	2	2	-	-	-	-	-	-	-	-
<b>Average</b>	2.8	1.2	2.6	1.2	-	1	-	-	-	-	-
<b>Correlation Level of the Course</b>	3	1	3	1	-	1	-	-	-	-	-

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<b>MBA – III SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB56 STRATEGIC LEADERSHIP FOR MANAGERS**

**COURSE OUTCOMES:**

After the completion of course, the students will be able to

1. Identify the concepts and theories of strategic leadership and analyse critically its relevance to the organizations.
2. Analyse various sources of power, politics and conflict management.
3. Adapt selected theories of strategic leadership to cases and contexts in organisation.
4. Interpret change, sustainable development and implications of cultural factors in organizations.
5. Develop leadership potential and practices in organizations.

**UNIT-I: OVERVIEW AND INTRODUCTION OF STRATEGIC LEADERSHIP:** concepts and functions of strategic 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 Behaviours and Attitudes – Transformative Leadership; Emerging Approaches of leadership.

**CASE STUDY: UNIT-I**

**UNIT-II: LEADERSHIP AND POWER:** the link between Politics, Power and Conflict, Power and Conflict; Coercion, Trait Approach, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

**CASE STUDY: UNIT-II**

**UNIT-III: LEADERSHIP THEORIES AND STYLES:** Contingency Theories of Leadership - Fiedler’s Contingency Model, The Path-Goal Theory, The Hersey -Blanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style Charismatic Leadership. Leadership and Empowerment, Servant Leadership, Team Leadership, Lewin’s Leadership Styles, Leadership Ethics.

**CASE STUDY: UNIT-III**

**UNIT-IV: STRATEGY PLANNING, FOSTERING ORGANIZATIONAL CULTURE AND CLIMATE:** Vision Building; Developing Strategic Thinking; Strategic Implementation; strategies in

developing a culture conducive to change; handling change; Cultural Factors Influencing Leadership Practice.

**CASE STUDY: UNIT-IV**

**UNIT-V: DEVELOPING FUTURE LEADERS:** Strategic Leadership Competencies; 360° Leadership Assessment; The Myers–Briggs Type Indicator (MBTI); developing global leaders in organization.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Bliss, D. L. (2015). *Using the Social Work Advocacy Practice Model to Find Our Voices in Service of Advocacy. Human Service Organizations: Management, Leadership & Governance*, 39(1), 57-68.
2. Bryman, A., Collinson, D. L., Grint, K., Jackson, B., &Uhl-Bien, M. (Eds.) (2011). *The SAGE Handbook of Leadership. Los Angeles: SAGE.*
3. Glisson, C. (2015). *The role of organizational culture and climate in innovation and effectiveness. Human Service Organizations: Management, Leadership & Governance*, 39(4), 245-250.

**REFERENCES:**

1. Phipps, K. A., & Burbach, M. E. (2010). *Strategic leadership in the nonprofit sector: Opportunities for research. Journal of Behavioral and Applied Management*, 11(2), 137.
2. Brody, R. & Nair, M. D. (2014). *Effectively managing and leading human service, 4th edition. Thousand Oaks, CA: SAGE.*

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	3	-	-	-	3	-	-	-	-	-
CO2	1	1	-	1	1	-	1	1	-	-	-
CO3	-	3	-	2	3	-	2	-	-	-	-
CO4	2	1	1	2	2	1	3	-	-	1	-
CO5	-	3	-	3	3	-	3	-	-	3	-
Average	1.5	2.2	1	2	2.25	2	2.25	1	-	2	-
Correlation Level of the Course	2	2	1	2	2	2	2	1	-	2	-



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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB57 E-COMMERCE FOR ENTREPRENEURS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the features, benefits of e-commerce and differentiate it from traditional commerce.
2. Outline factors that influence success of E- Commerce.
3. Recommend various models of internet advertising and digital marketing.
4. Discuss various online payment systems.
5. Elaborate the existing legal framework applicable for e commerce in India.

**UNIT-I: INTRODUCTION TO E-COMMERCE:** Meaning and concept – E- commerce v/s Traditional Commerce– E- Business & E- Commerce – History of E- Importance, features & benefits of E- Commerce – Impacts, Challenges & Limitations of E- Commerce – Supply chain management & E – Commerce – E – Commerce infrastructure.

**CASE STUDY: UNIT-I**

**UNIT-II: BUSINESS MODELS OF E-COMMERCE:** Business to Business – Business to customers– Customers to Customers – Business to Government – Business to Employee – E – Commerce strategy – Influencing factors of successful E- Commerce.

**CASE STUDY: UNIT-II**

**UNIT-III: MARKETING STRATEGIES & E-COMMERCE:** Website – components of website – Concept & Designing website for E- Commerce – Corporate Website – Portal – Search Engine – Internet Advertising – Emergence of the internet as a competitive advertising media– Models of internet advertising – Weakness in Internet advertising – Mobile Commerce.

**CASE STUDY: UNIT-III**

**UNIT-IV: ELECTRONIC PAYMENT SYSTEM:** Introduction – Online payment systems – prepaid and post-paid payment systems – e- cash, e- cheque, Smart Card, Credit Card, Debit Card, Electronic wallets – Security issues on electronic payment system — Biometrics – Types of biometrics.

**CASE STUDY: UNIT-IV**

**UNIT-V: LEGAL AND ETHICAL ISSUES IN E-COMMERCE:** Security issues in E- Commerce- Regulatory framework of E- commerce- emerging legal issues of Internet law- e-commerce and trade with virtual property, copyrights and trademark infringement, unfair competition, privacy protection, software licenses and agreements.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Laudon, K. C., & Traver, C. G. (2017). E-commerce: Business, Technology, Society. United Kingdom: Pearson.
2. Lehaney, B., Lovett, P., & Shah, M. (2011). Business Information Systems and Technology: A Primer. United Kingdom: Taylor & Francis.

**REFERENCES:**

1. Barnes.S, (2007). E-commerce and V-business: Digital Enterprise in the Twenty-first Century.Netherlands: Butterworth-Heinemann.
2. Rich.R, Jason R, (2007). Starting an E-Commerce Business, IDG Books, Delhi.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	-	2	-	-	2	-	-	-	-	-
CO2	3	3	3	-	-	3	-	-	-	-	-
CO3	3	-	3	-	-	3	-	-	-	-	-
CO4	3	3	3	-	-	-	-	-	-	-	-
CO5	3	-	-	3	2	-	-	-	-	-	-
Average	2.8	1.2	2.2	0.6	0.4	1.6	-	-	-	-	-
Correlation Level of the Course	3	1	2	1	1	2	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – III SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB58 DATABASE MANAGEMENT SYSTEMS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain about the various types of database Models.
2. Apply principles of database design and effectively design database schemas based on conceptual business models.
3. Illustrate the conceptual knowledge of SQL commands.
4. Summarize the various concepts of data warehousing and data mining.
5. Examine the database utilities for effective data management.

**UNIT-I: INTRODUCTION TO DATABASE:** Organization of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

**CASE STUDY: UNIT-I**

**UNIT-II: RELATIONAL DATABASE DESIGN:** Integrity Constraints; Functional Dependencies; Normalization; Physical Database Design; Decomposition of Relation Schemes.

**CASE STUDY: UNIT-II**

**UNIT-III: STRUCTURED QUERY LANGUAGE:** Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views Snapshots, Indexes & Sequences, Cursor, Triggers, Procedures, Functions & Package.

**CASE STUDY: UNIT-III**

**UNIT-IV: INTRODUCTION TO DATA WAREHOUSING& DATA MINING;** Knowledge Extraction through Data Mining.

**CASE STUDY: UNIT-IV**

**UNIT-V: DATABASE UTILITIES:** Security, Object/Basic Database Administration/ Remote Data Access.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Navathe E. Fundamentals of Database Systems. Pearson Education.
2. Majumdar and Bhattacharya (1996). Database Management System. Tata McGraw Hill.

**REFERENCES:**

1. Chakrabarti. Advance Database Management System. Wiley.
2. Beynon (2003). Davies P- Database Systems. Palgrave.
3. Karthikeyan. Understanding Database Management System. Acme Learning.
4. Hoffer. Modern Database Management. Pearson Education.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

<b>MBA – IV SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB59 BEHAVIOURAL FINANCE**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the key terms associated with behavioural finance and corporate finance.
2. Illustrate the various theories associated with behavioural finance and parameters of investing in financial market.
3. Identify persistent or systematic behavioural factors that influence investors and investment decisions.
4. Analyze the various behavioural finance factors related to corporate & individual investors.
5. Interpret various investment strategies of effective investment in the financial market on the basis of various theories, factors of behavioural finance.

**UNIT-I: INTRODUCTION TO BEHAVIORAL FINANCE:** Concept, Nature, Scope, Objectives, Difference between Standard Finance and Behavioral Finance, Traditional View of Financial Markets, Anomalies of Financial Markets, Limitation of Efficient Market Hypothesis, Behavioral Financial Market Strategies, Behavioral Indicators, Psychology: Social, Behavioral, Physiological, Applied, Educational, Cognitive Psychology, Boom & Bust Cycles, Prospect Theory, Loss aversion theory.

**CASE STUDY: UNIT-I**

**UNIT-II: BEHAVIORAL BIASES THEORIES :** Heuristics, Overconfidence Bias, Representativeness , Anchoring and Adjustment bias, cognitive dissonance bias availability bias, self-attribution bias, illusion of control bias conservation bias, endowment bias, optimism bias, confirmation bias, Impact of bias on investors, External factors defining investors behavior, Fear and Greed in Financial Market, Finance & Emotions, Investors & types, Characteristics of extremely successful investor, Bubbles and systematic investors sentiments.

**CASE STUDY: UNIT-II**

**UNIT-III: RISK AVERSION AND EXPECTED MARGINAL UTILITY:** Risk aversion- Rabin and Thaler, expected utility theories, Rationality in investment decisions: Concept, Limitation, assumptions for

rational decision-making model, Rational decision-making process, Dependency of Rationality on Time Horizon, Herbert Simon and Bounded Rationality, Arbitrage: Limits, Types, cost involved in arbitrage process, The model of limited Attention.

### **CASE STUDY: UNIT-III**

**UNIT-IV: GEOMAGNETIC STORM:** phase, types, causes, effect, Geomagnetic storm and financial market, Impact of geomagnetic storm on stock market return, Factors influencing stock & stock market, External factors and investors behavior, Classification of external factors influencing investors behavior, factors influencing on investors behavior.

### **CASE STUDY: UNIT-IV**

**UNIT-V: CORPORATE BEHAVIORAL FINANCE:** Introduction, Corporate decision making: Heuristic approach, prospect theory, market variables, herding effect, behavior of investors and inefficiency of market, Empirical data on presence and absence of dividend, Ex-Dividend day behavior, timing of corporate news announcement, Behavioral life cycle.

### **CASE STUDY: UNIT-V**

### **TEXT BOOKS:**

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. Understanding Behavioral Finance by Ackert.
3. The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition).
4. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill.
5. Behavioral Finance by Shuchitasingh, ShilpaBahl.

### **REFERENCES:**

1. Handbook of Behavioral Finance – Brian R. Bruce.
2. Behavioral Finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch.
3. Behavioral Finance – Peter DybdahlHede.
4. Behavioral Finance – Ackert, L.F. &Deaves,R.

<b>COs/POs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>
<b>CO1</b>	-	-	-	3	-	-	-	-	3	-	-
<b>CO2</b>	-	-	-	3	3	-	-	-	-	-	-
<b>CO3</b>	-	-	-	3	3	-	-	-	-	-	-
<b>CO4</b>	-	-	-	3	3	-	-	-	-	-	-
<b>CO5</b>	-	-	-	2	2	-	-	-	-	-	-
<b>Average</b>	-	-	-	2.8	2.75	-	-	-	3	-	-
<b>Correlation Level of the Course</b>	-	-	-	<b>3</b>	<b>3</b>	-	-	-	<b>3</b>	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB60 ADVERTISING MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Analyze the expanding environment of media and communication techniques.
2. Explain the importance of market segmentation, position and action objectives to the development of an advertising and promotion program.
3. Develop creative strategies for advertising.
4. Plan media strategy, scheduling, and vehicle selection and assess strategic uses of sales promotions.
5. Recognize key legal and privacy issues of Advertising.

**UNIT-I: INTRODUCTION TO ADVERTISING:** Meaning and Importance of Advertising; Role of Advertising in Marketing Mix; Effects of Advertising; Understanding Marketing Communication; Integrated Marketing Communications; Advertising in the evolving marketing environment.

**CASE STUDY: UNIT-I**

**UNIT-II: DETERMINING ADVERTISING GOALS:** Defining Advertising Objectives; DAGMAR Approach; Hierarchy-of-Effects Model; **BUILDING ADVERTISING PROGRAMMES:** Determination of Target Audience; Message Decisions - Content, Structure, Source and Format; Appeals in Advertising; Message tactics: Copy Writing.

**CASE STUDY: UNIT-II**

**UNIT-III: MEDIA PLANNING AND BUDGETING:** Determining Media Plan, Media decisions- Analyzing various Types of Media; Reach, Frequency and Impact; Factors influencing the choice of media; Methods of setting Advertising Budget.

**CASE STUDY: UNIT-III**

**UNIT-IV: EVALUATING ADVERTISING EFFECTIVENESS:** Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments.

**CASE STUDY: UNIT-IV**



**UNIT-V: ADVERTISING ORGANIZATION AND REGULATION:** Advertising Agency and its Functions; Choosing the Agency; Agency Compensation; Legal, Ethical and Social Aspects of Advertising in India.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Aaker, D.A., Batra, R., and Myers, J.G. (2006). Advertising Management. New Delhi: Pearson Education.
2. Belch, G.E. and Belch, M.A. (2018). Advertising and Promotion: An Integrated Marketing Communication Perspective (11th ed.). New York: McGraw Hill.
3. Guinn O', T.C., Allen, C.T., and Semenik, R.J. (2009). Advertising Management with Integrated Brand Promotion. New Delhi: Cengage.

**REFERENCES:**

1. Sharma, Kavita (2011). Advertising Planning and Decision Making. New Delhi: Taxmann Publications.
2. Shimp, T.A. (2013). Advertising and Promotion: An IMC Approach (9th ed). New Delhi: Cengage.
3. Wells, W., Moriarty, S., and Burnett J. (2009). Advertising: Principles and Practice (8th ed.). Pearson.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	2	-	-	-	2	-	-	-
CO2	3	2	2	-	-	-	-	-	-	-	-
CO3	3	-	3	-	3	-	-	2	-	-	-
CO4	3	-	2	-	-	-	-	3	-	-	-
CO5	3	-	-	-	-	3	-	-	-	-	-
Average	3	0.4	2	0.4	0.6	0.6	-	1.4	-	-	-
Correlation Level of the Course	3	1	2	1	1	1	-	1	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB61 MANAGEMENT OF CHANGE AND ORGANIZATION DEVELOPMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Recommend techniques for evaluating the effectiveness of change and organization development.
2. Outline the competencies required to improve the efficiency of team performance at various levels, under specific conditions.
3. Analyze the issues in implementing an OD intervention.
4. Formulate the strategies and tactics for organizational change and OD interventions.
5. Plan a proper organizational system.

**UNIT-I: MANAGEMENT OF CHANGE:** Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process – HR functions and Strategic Change Management - Implications for practicing Managers.

**CASE STUDY: UNIT-I**

**UNIT-II: ORGANIZATIONAL DEVELOPMENT:** Definition – History – Contributory Stems, Values, and Assumptions. **CHARACTERISTICS AND FOUNDATIONS OF OD:** Systems outlook- Third wave management and Organization Transformation.

**CASE STUDY: UNIT-II**

**UNIT-III: BELIEFS IN OD:** Values in Transition –Ethical issues in OD. **DIAGNOSTIC PROCESS AND AREAS OF DIAGNOSIS:** Action Research – As a Process and Approach of OD.

**CASE STUDY: UNIT-III**

**UNIT-IV: INTERVENTIONS CLASSIFICATION:** Team Interventions – Inter group Interventions- Third-Party Peace-Making Intervention. **STRUCTURAL INTERVENTIONS:** Comprehensive Interventions and Training Experience.

**CASE STUDY: UNIT-IV**

**UNIT-V: OTHER INTERVENTIONS:** T-Groups, Behavior Modeling, Life and Career Planning.

**CONSULTANT ISSUES:** System Ramifications- Power Politics in OD- Future of OD.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

- 1.French, Bell & Zawacki, (2008). Organisation Development and Transformation, 6/e TMH.
2. Ramnarayan.S, RaoT.V. & Singh.K, (2009). Organization Development Interventions and Strategies, Response.

**REFERENCES:**

1. Cummins & Worley, (2009). Organization Development Change, Thomson/Cengage.
2. Robey.D & Actmen.S, Organization Development, Macmillan.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	3	-	-	3	2	-	-	-	-	-
CO2	-	2	-	-	-	3	2	-	-	-	-
CO3	-	2	-	2	-	2	-	-	-	-	-
CO4	3	-	-	2	2	3	-	-	-	-	-
CO5	3	-	2	-	-	3	-	-	-	-	-
<b>Average</b>	1.6	1.4	0.4	0.8	1	2.6	0.4	-	-	-	-
<b>Correlation Level of the Course</b>	2	1	1	1	1	3	1	-	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB62 DESIGN THINKING FOR ENTREPRENEURS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Develop a human-centric mindset for designing, innovating, developing, and testing solutions for new products, services and processes.
2. Define the problem on the basis of facts.
3. Create a design thinking culture to drive innovation in an organisational setup.
4. Envisage innovative solutions individually and in teams for maximising business impact.
5. Create and test prototypes that are customer-centric and innovation driven.

**UNIT-I: INTRODUCTION:** Definition; Origin of Design Thinking; Fundamentals of Human-Centered Design; Elements and Principles of Design; Wicked Problems; Stages of Design Thinking; Difference between Innovation and Creativity; Leading for Creativity and Innovation.

**CASE STUDY: UNIT-I**

**UNIT-II: EMPATHY:** Understanding Users; How to Empathize? Techniques to Empathize with Users and Needs Identification; Gaining Insights from Empathy; Empathy Tools: Empathy Mapping, Customer Journey Map, User Persona.

**CASE STUDY: UNIT-II**

**UNIT-III: IDEATION:** What is Ideation? Significance of Ideation; Need for systematic method to connect to user, Visualize, Empathize; Ideation Techniques: Brainstorming, Brainwriting, Brain walking, Storyboarding; Challenges in Idea Generation.

**CASE STUDY: UNIT-III**

**UNIT-IV: PROTOTYPING AND TESTING:** What is Prototype? Need for Prototyping; Prototyping for Products and Services in Digital Economy; Types of Prototyping; Common Methods of Prototyping; Testing: What is User Testing? User Testing Methods; Steps to Conduct User Testing.

**CASE STUDY: UNIT-IV**

**UNIT-V: APPLYING DESIGN THINKING:** Application of Design Thinking in Health Sector, Finance, Education, Infrastructure; Implementation of Design Thinking Approach for Digital Product; Sustainability through Design Thinking.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Salivahanan, S., Kumar,S., & Sam, P. (2019). Introduction to Design Thinking (1<sup>st</sup>ed.). Tata Mc Graw Hill.
2. McElroy, K. (2017). Prototyping for Designers: Developing the best Digital and Physical Products. O'Reilly.
3. Kumar, V. (2012). 101 Design Methods: A Structured Approach for Driving Innovation in Your Organization.

**REFERENCES:**

1. Luchs, M.G., Swan, S. & Griffin, A. (2015). *Design Thinking – New Product Essentials from PDMA*. Wiley.
2. Stickdorn, M. & Schneider, J. *This is Service Design Thinking: Basics, Tools, Cases*.
3. Martin, R.L. *Design of Business: Why Design Thinking is the Next Competitive Advantage*.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	3	3	3	3	3	-	3	-
CO2	-	3	-	3	3	-	3	-	-	2	-
CO3	3	3-	-	3	3	-	2	-	-	-	-
CO4	1	2	-	3	3	-	3	-	-	3	-
CO5	1	1	3	3	3	2	2	-	-	1	
Average	2	2.4	3	3	3	2.5	2.6	3	-	2.25	-
Correlation Level of the Course	2	3	3	3	3	3	3	3	-	2	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>

**20CMB63 ADVANCED BUSINESS ANALYTICS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Apply various models related to business analytics to facilitate decision making.
2. Illustrate the practices for scalable and reliable Excel based reporting and analysis solutions.
3. Compare the strengths and weaknesses of alternative strategies for collecting, analyzing and interpreting data.
4. Relate the models of decision analysis to a business entity.
5. Develop suitable decisions under uncertain environment.

**UNIT-I: BUSINESS ANALYTICS:** Conceptual Introduction to Business Analytics -Evolution and Scope of Business Analytics - Data for Business Analytics - Decision Models – Descriptive, Predictive and Prescriptive Models; Problem Solving and Decision making process; Introduction to Cartano Analytics.

**CASE STUDY: UNIT-I**

**UNIT-II: ANALYTICS ON SPREAD SHEETS:** Working Knowledge and Application Basic Excel skills - Using Excel functions and developing Spread Sheep Models - Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model; Debugging a spread sheet model.

**CASE STUDY: UNIT-II**

**UNIT-III: DECISION ANALYSIS:** Decision making with uncertain information; Decision strategies for a minimize objective; Risk and variability; Expected value strategy. Decision Tress - Building a decision tree using Excel Tree plan add in - Decision Tree and Monte Carlo simulation - Decision trees and risk - Sensitivity analysis in Decision trees.

**CASE STUDY: UNIT-III**

**UNIT-IV: DESCRIPTIVE ANALYTICS:** Application Visualizing and Exploring Data - Descriptive measures to summarize the data - Application of Excel Descriptive statistics tool - Probability distributions and Data modeling - Sampling and Inferential statistical methods - Using Excel Data Analysis add in for estimation and hypothesis testing.

**CASE STUDY: UNIT-IV**

**UNIT-V: PREDICTIVE ANALYTICS METHODS:** Predictive Modeling and Analysis; Logic and data driven modeling; Analyzing uncertainty and model assumptions – What if analysis, Data tables, Scenario manager and Goal Seek; Model Analysis using Risk Solver platform – Parametric sensitivity analysis and Tornado charts; Simulation and Risk Analysis: Monte Carlo simulation with Risk Solver platform.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Evans J. R., (2013). *Business Analytics Methods, Models and Decisions*, Pearson, Upper Saddle River, New Jersey.
2. James R. Evans, (2013). *Business Analytics: Methods, Models and Decisions*, Prentice Hall, 1st edition, ISBN – 978-0-13-295061-9.

**REFERENCES:**

1. James Lattin, Douglas Carroll and Paul Green, (2003). *Analyzing Multivariate Data*, ISBN 0-534-34974-9, Thomson Learning.
2. E. Turban, R. Sharda, J. Aronson, and D. King, (2008). *Business Intelligence: A Managerial Approach*, Pearson Prentice Hall.
3. PurbaHalady Rao, (2013). *Business Analytics – An application focus*, PHI Learning.

<b>COs/POs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>
<b>CO1</b>	3	-	3	-	-	-	-	-	-	-	-
<b>CO2</b>	-	-	2	2	2	-	-	-	-	-	-
<b>CO3</b>	-	-	-	-	3	-	-	-	-	-	-
<b>CO4</b>	3	-	-	3	3	-	-	-	-	-	-
<b>CO5</b>	-	-	-	3	3	-	-	-	-	-	-
<b>Average</b>	3	-	2.5	2.67	2.75	-	-	-	-	-	-
<b>Correlation Level of the Course</b>	3	-	3	3	3	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB64 FINANCIAL DERIVATIVES**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the various concepts of financial derivatives and its types.
2. Analyze the price by using different methods to hedge futures contracts in perfect way.
3. Identify and implement hedging strategies by using various option pricing methods.
4. Explain the impact of Option Greeks to hedge the price of options.
5. Explain the concept, types and valuation models in swap pricing.

**UNIT-I: INTRODUCTION:** Meaning, nature and scope of financial derivative market, History and growth of financial derivative markets, Exchange-traded Vs OTC derivative market, Advantages and disadvantages of financial derivatives, Types of financial derivative contracts, Credit, Weather, Energy, and Insurance derivatives.

**CASE STUDY: UNIT-I**

**UNIT-II: FUTURES:** Specification of a futures contract, Daily settlement, margins and delivery procedure in futures contract, Hedging strategies using futures, Interest rate futures, Currencies futures; NSE-futures and options; Determination of futures Price: The cost of carry, Futures prices on stock indices; Various trading strategies.

**CASE STUDY: UNIT-II**

**UNIT-III: OPTIONS MARKETS AND PRICING-I:** Types of options and underlying assets, Properties of stock options, Trading strategies, Option pricing: Binomial trees, Black- Scholes model, Estimating Volatility and implied volatilities.

**CASE STUDY: UNIT-III**

**UNIT-IV: OPTION MARKETS AND PRICING-II:** Options on stock indices and currencies, Futures options, Hedging strategies with Options, The Greek letters: Delta, Theta, Gamma, Vega and Rho.

**CASE STUDY: UNIT-IV**



**UNIT-V: SWAP:** Concept and Nature of financial Swaps, Evaluation and Features of financial Swaps, Interest rate swaps: Features, Types and Valuation. Currency Swaps: Types and Valuation, Debt-Equity Swap, Swaps on futures and option.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Hull, John C, *Options, Futures and other Derivatives*, Prentice Hall of India 7th edition 2008.
2. S.L.Guptha, *Financial Derivatives-Theory concepts and problems*, PHI, 2009.

**REFERENCES:**

1. Keith Redhead, *Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs*, Prentice Hall India Pvt., Ltd.
2. Robert W. Kolb, James A. Overdahl, *Financial Derivatives*-John Wiley & Sons, 2003.
3. S. S. S. Kumar, *Financial Derivatives*, PHI, 2008.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	3	-	-
CO2	-	-	-	3	2	-	-	-	3	-	-
CO3	-	-	-	3	3	-	-	-	3	-	-
CO4	-	-	-	2	3	-	-	-	2	-	-
CO5	-	-	-	3	3	-	-	-	3	-	-
Average	-	-	-	2.8	2.8	-	-	-	2.8	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	3	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB65 SERVICES MARKETING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the characteristics of customers' purchasing and consumption behavior of services.
2. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
3. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
4. Apply new approaches for managing customer satisfaction and loyalty.
5. Implement the strategies for effective marketing communication.

**UNIT-I: INTRODUCTION TO SERVICES:** What are Services? Why Services Marketing? Characteristics of Services; Services Marketing Mix; **CONSUMER BEHAVIOR IN SERVICES CONTEXT:** Search, Experience and Credence Property of Services; Three Stage Model of Service Consumption; Customer Expectations and Customer Perceptions of Service.

**CASE STUDY: UNIT-I**

**UNIT-II: SERVICE QUALITY:** Dimensions and Models of Service Quality; Understanding Customer Expectations through Market Research; Building Customer Relationships; New Service Development Processes; Service Blueprinting.

**CASE STUDY: UNIT-II**

**UNIT-III: CUSTOMER-DEFINED SERVICE STANDARDS:** Factors for Appropriate Service Standards; Types of Customer-Defined Service Standards; Development of Customer-Defined Service Standards; Positioning Services in Competitive Markets; Understanding Servicescape.

**CASE STUDY: UNIT-III**

**UNIT-IV: DELIVERING AND PERFORMING SERVICE:** Role and Importance of Service Employees in Service Delivery; Strategies for delivering Service Quality through People; Role of Customers in Service

Co-creation and Delivery; Delivering Service through Intermediaries and Electronic Channels; Strategies for matching Capacity and Demand; Waiting Line Strategies.

**CASE STUDY: UNIT-IV**

**UNIT-V: MANAGING SERVICE PROMISES:** Role of Integrated Marketing Communication in Services; Pricing of Services; **SERVICE RECOVERY:** Customers’ Recovery Expectations; Service Recovery Strategies; Service Guarantees.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Christopher Lovelock, *Services Marketing*, Pearson Education, 2004.
2. Rajendra Nargundkar, *Services Marketing*, TMH, 1/e, 2004.

**REFERENCES:**

1. Kenneth E Clow & David L Kurtz, *Services Marketing*, Biztantra, 2/e, 2007.
2. Swartz & Iacobucci, *Handbook of Services Marketing & Management*, Sage Publications, 2000.
3. Hoffman & Bateson, *Services Marketing*, Thomson, 2007.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	3	3	-	-	3	-	-	-	-	-
CO2	-	-	3	2	-	-	-	-	-	-	-
CO3	-	-	3	-	-	-	-	-	-	-	-
CO4	-	-	3	3	-	-	-	-	-	-	-
CO5	-	-	3	-	-	-	-	3	-	-	-
<b>Average</b>	-	0.6	3	1	-	0.6	-	0.6	-	-	-
<b>Correlation Level of the Course</b>	-	1	3	1	-	1	-	1	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB66 STRATEGIC HUMAN RESOURCE MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Relate to various roles and functions of Strategic Human Resource Management.
2. Explain various HR forecasting techniques in organizations.
3. Determine training methods relevant in managing performance management systems.
4. Outline high performance practices.
5. Identify the causes and ward off issues in implementing strategies and employee turnover.

**UNIT-I: INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT:** Introduction to business and corporate strategies -Human Resource functions in India –Distinctive features of human resource management – Strategic Human Resource Management – Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure.

**CASE STUDY: UNIT-I**

**UNIT-II: INTEGRATING STRATEGY AND HUMAN RESOURCE PLANNING:** The strategic role of Human Resource Planning–selecting forecasting techniques– forecasting the supply of human resources– forecasting the demand for human resources– Employee Resourcing –Recruitment & Selection process- Placement.

**CASE STUDY: UNIT-II**

**UNIT-III: STRATEGY FOR TRAINING AND DEVELOPMENT:** Planning and strategizing training- Integrating training with performance management systems and compensation- Developing management training and development for competitive advantage- Career Development –Succession Planning.

**CASE STUDY: UNIT-III**

**UNIT-IV: STRATEGIC PERFORMANCE MANAGEMENT SYSTEM:** Strategically oriented performance measurement systems– Strategic choices in performance management systems – Strategically oriented compensation systems – Reward & Performance Management High performance practices, Human resource evaluation.

## CASE STUDY: UNIT-IV

**UNIT-V: EMPLOYEE SEPARATION PRACTICES:** Reductions in workforce- Lay off, Downsizing, Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement, – Strategic HR Issues in global assignments.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Greer.C.R., (2007), *Strategic HRM*, Pearson education Asia, New Delhi.
2. Armstrong.M, *Strategic HRM*, Kogan page, London.

### REFERENCES:

1. Storey.J, Wright.P.M&Ulrich.D, (2009). *The Routledge Companion to Strategic Human Resource Management*. Routledge.
2. Prasad.K, *Strategic Human Resource Management*, McMillan.
3. Agarwal.T, (2007). *Strategic Human Resource Management*, Oxford University Press.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	-	3	3	-	3	-	-	-	-
CO2	-	3	3	3	-	3	-	-	-	-	-
CO3	2	3	-	3	3	-	-	3	-	-	-
CO4	-	3	-	3	3	-	3	-	-	3	-
CO5	2	2	-	-	3	-	3	-	-	-	-
Average	2.3	2.8	3	3	3	3	3	3	-	3	-
Correlation Level of the Course	3	3	3	3	3	3	3	3	-	3	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB67 INTERNATIONAL TRADE MANAGEMENT**

**COURSE OUTCOMES:**

At completion of the course, the students will be able to

1. Understand the concept of International Business and International Business Environment.
2. Compare relevant trade theories.
3. Explain the basics of Macroeconomics.
4. Identify existing trade and non-trade barriers of international trade.
5. Analyze India's foreign trade status.

**UNIT-I: INTERNATIONAL BUSINESS:** -Meaning, Nature, scope and importance- Stages of internationalization of Business-Methods of entry into foreign markets: Licensing- Franchising- Joint Ventures-Strategic Alliances- Subsidiaries and Acquisitions (Discuss case studies relating to subsidiaries and acquisitions)-Framework for analyzing international business environment- Domestic -Foreign and Global Environment-Recent Developments in International Business.

**CASE STUDY: UNIT-I**

**UNIT-II: ECONOMIC PRINCIPLES FOR INTERNATIONAL TRADE:** Trade as an engine of growth—Inter-regional and international trade—Theory of Absolute Cost Advantage—Comparative Advantage theory—Haberler's Opportunity Cost theory—Heckscher Ohlin theorem—Leontief Paradox—Neo-technological trade theory- Kravis theory of Availability Intra-Industry Trade Models of Krugman-Neo –Heckscher –Ohlin Theory.

**CASE STUDY: UNIT-II**

**UNIT-III: INTERNATIONAL TRADE EQUILIBRIUM:** Free Trade Vs Protection—Types of tariff and quota—Impact of tariff and quota under partial equilibrium analysis—Different non-tariff restrictions—Optimum tariff- economic integration -customs union- Partial and general equilibrium Analysis-Trade creation and Trade Diversion-Free trade areas, regional trade agreements.

**CASE STUDY: UNIT-III**

**UNIT-IV: MANAGEMENT OF INDIA’S FOREIGN TRADE:** Direction and composition of foreign trade in India balance of payment (BOP) of India and BOP measures adopted before and after 1991-issues of current and capital account convertibility-flow of foreign capital in India- MNC, FDI, FII – foreign capital and sectoral and regional investment- recent measures of India on foreign capital.

**CASE STUDY: UNIT-IV**

**UNIT-V: INDIA’S FOREIGN TRADE:** Composition and direction of India’s foreign trade- India’s foreign trade policy- export promotion infrastructure and institutional set up – deemed exports- rupee convertibility- policy on foreign collaborations and counter trade arrangements- India’s joint ventures abroad- project and consulting exports.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Daniels.D.John/Sullivan .P Daniel. (2016). *International Business environments &Operations* (15th ed.). Pearson Education India.
2. Cherunilam, F. (2019). *International Trade and Export Management*. (21<sup>st</sup> ed.). Himalaya Publishing House.

**REFERENCES:**

1. Cavusgil, S.T., Knight, G., & Riesenberger, J. (2017). *International Business: The New Realities* (4<sup>th</sup> ed.). Pearson.
2. Hill, W.L., Hult, G.M., & Mehtani, R. (2018). *International Business: Competing in the Global Market Place* (11<sup>th</sup> ed.). Mc Graw Hill.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	-	3	3	-	-	3	-
CO2	-	-	-	3	-	3		-	-	3	-
CO3	3	-	-	3	-	3	3	-	-	3	-
CO4	-	-	-	3	-	3	-	-	-	3	-
CO5	-	-	-	3	-	3	-	-	-	3	-
Average	3	-	-	3	-	3	3	-	-	3	-
Correlation Level of the Course	3	-	-	3	-	3	3	-	-	3	-

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**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB68 SOFTWARE PROJECT MANAGEMENT FOR ENTERPRISE**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Identify the activities during the project scheduling of any software application.
2. Link the risk management activities and the resource allocation for the projects.
3. Apply the software estimation and recent quality standards for evaluation of the software projects.
4. Create reliable, replicable cost estimation that links to the requirements of project planning and managing.
5. Describe the Quality Management Tools and Techniques in Software Project Management.

**UNIT-I: SOFTWARE PROJECT MANAGEMENT CONCEPTS:** Introduction to Software Project Management: An Overview of Project Planning: Select Project, Identifying Project scope and objectives, infrastructure, project products and Characteristics. Estimate efforts, identify activity risks, and Allocate resources.

**CASE STUDY: UNIT-I**

**UNIT-II: SOFTWARE EVALUATION AND COSTING:** Project Evaluation: Strategic Assessment, Technical Assessment, cost-benefit analysis, Cash flow forecasting, cost-benefit evaluation techniques, Risk Evaluation. Selection of Appropriate Project approach: Choosing technologies, choice of process models, structured methods.

**CASE STUDY: UNIT-II**

**UNIT-III: SOFTWARE ESTIMATION TECHNIQUES:** Software Effort Estimation: Problems with over and under estimations, Basis of software Estimation, Software estimation techniques, expert Judgment, Estimating by analogy. Activity Planning: Project schedules, projects and activities, sequencing and scheduling Activities, networks planning models, formulating a network model.

**CASE STUDY: UNIT-III**



**UNIT-IV RISK MANAGEMENT:** Risk Management: Nature of Risk, Managing Risk, Risk Identification and Analysis, Reducing the Risk. Resource Allocation: Scheduling resources, Critical Paths, Cost scheduling, Monitoring and Control: Creating Framework, cost monitoring, prioritizing monitoring.

**CASE STUDY: UNIT-IV**

**UNIT-V: SOFTWARE QUALITY MANAGEMENT:** TQM, Six Sigma, Software Quality: defining software quality, ISO9126, External Standards, Comparison of project management software's: dot Project, Launch pad, openProj.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Bob Hughes Mikecoterrell (2004). *Software Project Management*. Tata McGraw Hill.
2. S. A. Kelkar (2013). *Software Project Management*. PHI.

**REFERENCES:**

1. Ramesh, Gopaldaswamy (2001). *Managing Global Projects*. Tata McGraw Hill.
2. Royce (1999). *Software Project Management*. Pearson Education.
3. Jalote (2002). *Software Project Management in Practice*. Pearson Education.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	3	-	-	-	-	-	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	-	-	-	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB69 INTERNATIONAL FINANCIAL MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the various concepts in international trade and finance.
2. Analyze the relationship between various factors and exchange rates.
3. Measuring exchange rate movement by understanding various factors in foreign exchange.
4. Identify various foreign exchange exposures and construct the best hedging strategies.
5. Construct the investment by analyzing various foreign policies.

**UNIT-I: INTERNATIONAL FINANCIAL MANAGEMENT:** Importance, nature and scope, Difference between Domestic and International Financial Management-Theories of International business, International Business Methods, Balance of Payments (BoP), Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Recent changes and challenges in IFM.

**CASE STUDY: UNIT-I**

**UNIT-II: INTERNATIONAL MONETARY SYSTEM:** Evolution, the flexible exchange rate regime, the current exchange rate arrangements, the evolution of Economic and Monetary Union (EMU). International arbitrage and interest rate parity. Relationship between inflation- Interest rates and exchange rates – Purchasing Power Parity - International Fisher Effect. Forecasting forward rates.

**CASE STUDY: UNIT-II**

**UNIT-III: FOREIGN EXCHANGE MARKET:** Function and Structure of the Forex markets, major participants, Instruments in Foreign Exchange transactions, Currency Futures and Options Markets, International Stock market. Measuring exchange rate movements, Factors influencing exchange rates, Government influence on exchange rates.

**CASE STUDY: UNIT-III**

**UNIT–IV: MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE:** Types of Exposure, hedging techniques, Operational techniques, Money Market Hedging, hedging with currency Options, Hedging with swap contracts.

**CASE STUDY: UNIT-IV**

**UNIT–V: FOREIGN INVESTMENTS:** Foreign Direct Investment- International Capital Budgeting- International Capital structure and cost of capital; Parallel loans International Cash management, Payment methods of international trade- Trade finance methods- Export- Import bank of India-Recent amendments in EXIM policy-Regulations and guidelines.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Thummuluri Siddaiah, *International Financial Management*, Pearson, New Delhi, 2010.
2. Jeff Madura, *International Financial Management*, 7th edition, Thomson Publications.
3. P.G. Apte, *International Financial Management*, Tata McGraw-Hill, New Delhi, 2011.

**REFERENCES:**

1. Alan C.Shapiro, *Multinational Financial Management*, 4th edition, Prentice Hall India Private Ltd, 2004.
2. Maurice D.Levi, *International Finance*, 4th edition, Tata Mc Graw-Hill, New Delhi, 2010.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
<b>CO1</b>	-	-	-	3	-	-	-	-	-	3	-
<b>CO2</b>	1	-	-	3	-	-	-	-	3	-	-
<b>CO3</b>	-	-	-	3	-	-	-	-	3	-	-
<b>CO4</b>	-	-	-	3	-	-	-	-	3	-	-
<b>CO5</b>	-	-	-	3	-	-	-	-	3	-	-
<b>Average</b>	<b>1</b>	-	-	<b>3</b>	-	-	-	-	<b>3</b>	<b>3</b>	-
<b>Correlation Level of the Course</b>	<b>1</b>	-	-	<b>3</b>	-	-	-	-	<b>3</b>	<b>3</b>	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB70 RURAL MARKETING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the basic concepts related to Rural Marketing.
2. Identify Economic circumstances and predict consumer buying process
3. Determine demand, consumption pattern for rural products.
4. Plan techniques and analyse nature of competition for rural markets.
5. Outline the channels of distribution and summarize the role of media in rural marketing.

**UNIT-I: OVERVIEW OF RURAL MARKETS:** Definition, Scope of Rural Marketing; Concepts, Components of Rural Markets; Rural versus Urban Markets, Rural Market in India – size and scope; Factors contributing to Growth of Rural Markets.

**CASE STUDY: UNIT-I**

**UNIT-II: THE RURAL CONSUMER:** Rural Consumer behavior- Classification and Characteristics of rural consumers; Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models; Factors affecting Rural Consumer Behaviour; Consumer Buying Process.

**CASE STUDY: UNIT-II**

**UNIT-III: MANAGING RURAL PRODUCTS:** Rural Demand and Consumption Pattern; Segmentation, Targeting and Positioning of Rural Markets; Classification of Products and Services in Rural Marketing; Rural Marketing of FMCG's and Consumer durables- issues and challenges.

**CASE STUDY: UNIT-III**

**UNIT-IV: RURAL BRANDING:** Importance of Branding, Packaging and Labelling, New Product launch techniques for rural markets, Nature of Competition in Rural Markets; Pricing Strategies in Rural Markets.

**CASE STUDY: UNIT-IV**

**UNIT-V: RURAL DISTRIBUTION:** Type of Channels, Distribution Strategies, Promotion — Role of Media in rural market, Conventional Media, Rural communication mix; Future of Rural Marketing in India.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Dogra B., & Ghuman K. (2010). *Rural Marketing Concepts and Practices*. New Delhi: Tata McGraw-Hill.
2. Gopal Swamy, T. P. (2009). *Rural Marketing (3rd ed.)*. New Delhi: Vikas Publishing House.
3. Kashyap, P., & Raut, S. (2007). *Rural Marketing (5th ed.)*. Wiley India Pvt.Ltd.

**REFERENCES:**

1. KrishnamaCharyulu, C.S.G.,& Ramakrishnan, L. (2011). *Rural Marketing Text & Cases (2nd ed.)*. Pearson Education.
2. Krishnamoorthy R. (2014). *Introduction to Rural Marketing, 4th Edition*. Himalaya Publishing House.
3. Ramakrishnan, R. (2006). *Rural Marketing in India – Strategies and Challenges*. New Century Publications.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
<b>CO1</b>	3	-	3	-	-	3	-	-	-	-	-
<b>CO2</b>	3	2	2	-	-	-	-	-	-	-	-
<b>CO3</b>	3	-	2	-	-	-	-	-	-	-	-
<b>CO4</b>	3	-	-	-	-	2	-	-	-	-	-
<b>CO5</b>	3	-	3	-	-	2	2	-	-	-	-
<b>Average</b>	3	0.4	2	-	-	1.4	0.4	-	-	-	-
<b>Correlation Level of the Course</b>	3	1	2	-	-	1	1	-	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB71 HUMAN RESOURCE INFORMATION SYSTEM**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the role of information technology and information systems in the organizational context.
2. Assess the information needs of the organization and recommend the appropriate technology.
3. Explain System Development Life Cycle in detail, and analyze MIS applications used in different industries.
4. Demonstrate an in depth understanding of various phases of HRIS life cycle and HR responsibility in each phase of HRIS development.
5. Summarize the emerging trends in HRIS.

**UNIT-I: INTRODUCTION:** History of MIS, impact of MIS, role and importance of MIS in organization; Role of MIS at management levels; MIS growth and development; Artificial intelligence, Decision Support System (DSS), Executive Information System (EIS); Applications of MIS.

**CASE STUDY: UNIT-I**

**UNIT-II: INFORMATION CONCEPTS AND INFORMATION TECHNOLOGY:** Data and information; Relevance of information to decision making; Source, quality and types of information; Relevance of information in MIS; Assessing information needs of the organization; Use of information for competitive advantage; Trends in Information Technology- hardware and software, data-communication concepts; Decision making with communication technology; Multimedia approach to information processing; Decision of appropriate information technology for proper MIS.

**CASE STUDY: UNIT-II**

**UNIT-III: SYSTEM DEVELOPMENT AND APPLICATIONS OF MIS:** Systems definition-types of systems - open, closed, deterministic, probabilistic; Relevance of choice of system in MIS; Integration of organization systems and information systems; System Development Life Cycle (SDLC); Alternative system building approaches, prototyping, rapid development tools, case tools, object oriented systems; MIS

applications in HRD & O.D. in manufacturing, R&D, public transport, hospitals, hotels and service industries.

**CASE STUDY: UNIT-III**

**UNIT-IV: HRIS DEVELOPMENT:** HRIS life cycle/HR responsibility in each phase of HRIS development; Pre implementation stage of HRIS; HRIS planning; HRIS expectation, productivity through HRIS; HRIS cost-benefit value analysis; Getting management support for HRIS; Limitations of computerization of HRIS.

**CASE STUDY: UNIT-IV**

**UNIT-V: EMERGING TRENDS IN HRIS:** Implementation of HRIS- tools in HRIS development, cases and exercises; Human Resources Information Systems in large and small organizations- cases & exercises, packaged Human Resources Information Systems/ business process, re-engineering, enterprise resource planning systems, emerging trends in HRIS, networking, internet, intranet, technology implications, etc.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Richard D. Johnson, Kevin D. Carlson , Michael J. Kavanagh. (2020). *Human Resource Information Systems Basics, Applications and Future*, Sage publications.
2. Michael J. Kavanagh, Mohan Thite. (2009). *Human Resource Information Systems*, Sage publications.

**REFERENCES:**

1. Alfred J.Walker. (1992). *Human Resource Information Systems*, McGraw-Hill.
2. Dr. P.K. Gupta , Susheel Chhabra. (2015). *Human Resource Information Systems*, Himalaya Publishing House.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	3	3	-	-	-	-	-
CO2	3	-	-	3	3	3	-	-	-	-	-
CO3	3	-	-	3	3	3	-	-	-	-	-
CO4	3	-	-	3	3	3	-	-	-	-	-
CO5	3	-	-	3	3	3	-	-	-	-	-
Average	3	-	-	3	3	3	-	-	-	-	-
Correlation Level of the Course	3	-	-	3	3	3	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB72 HUMAN CAPITAL MANAGEMENT FOR ENTREPRENEURS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the role of human resources in entrepreneurship.
2. Contrast human resource strategies used by small, medium and high growth firms.
3. Identify and explain the importance of employment relationship in mid-size entrepreneurial firms.
4. Develop recruitment practice portfolio for small businesses.
5. Design effective plans to reduce staff turnover in small and medium sized firms.

**UNIT-I: INTRODUCTION:** Intersection of Human Resource and Entrepreneurship: Nascent entrepreneur, business development and the role of human resources, Entrepreneurship Capital-regional, organizational, team and Individual phenomenon, Interpretivist approaches to entrepreneurship.

**CASE STUDY: UNIT-I**

**UNIT-II: NATURE OF HRM IN SMALLER AND ENTREPRENEURIAL FIRMS:** Human resource management as an entrepreneurial tool, Formality and informality of HRM in smaller firms, Human resource strategies of high growth entrepreneurial firms. Relationship between small firm growth and HRM practices.

**CASE STUDY: UNIT-II**

**UNIT-III: FORMALIZING RELATIONSHIPS:** Managing the employment relationship in mid-sized enterprises, Barriers to growth in family-owned smaller business, paternalism and people management in low tech companies.

**CASE STUDY: UNIT-III**

**UNIT-IV: FUNCTIONAL ASPECTS OF HRM:** Organizational attractiveness of small businesses, effect of small firm's recruitment practice portfolio composition on recruitment success. Skills acquisition in SME's.

**CASE STUDY: UNIT-IV**



**UNIT-V: TRAINING AND DEVELOPMENT:** Practices, definition and desires of small businesses, maturation of entrepreneurial careers Shaping Employment Relationships in Small Firms, Recruitment and Selection, Training and Development, Reward and Recognition and Staff Turnover in small and medium sized firms.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Robert, W., Oliver, M. (2015). *Managing Human Resources in Small and Medium-Sized Enterprises: Entrepreneurship and the Employment Relationship*.
2. Cary L. C., Ronald J. Burke, (2011). *Human Resource Management in Small Business: Achieving Peak Performance*. United Kingdom: Edward Elgar.
3. Federica, O., Giulio, B., Stefano, T., Tommaso, M. (2018). *Rethinking Entrepreneurial Human Capital: The Role of Innovation and Collaboration*. Germany: Springer International Publishing.

**REFERENCES:**

1. Judith W. Tansky., (2006). *Human Resource Strategies for the High Growth Entrepreneurial Firm*. United States: Information Age Publishing, Incorporated.
2. Carolina Machado, Pedro Melo., (2013). *Effective Human Resources Management in Small and Medium Enterprises: Global Perspectives*. United States: IGI Global.
3. AndreiaAntunes Moura, Maria do Rosário Mira, VâniaGonçalves Costa., (2020). *Handbook of Research on Human Capital and People Management in the Tourism Industry*. United States: Business Science Reference.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	-	-		3	-	-	3	-
CO2	3	-	-	-	-	2	3	-	-	3	-
CO3	3	-	-	-	-	-	3	-	-	-	-
CO4	3	-	-	-	-	-	3	-	-	3	-
CO5	2	-	3	-	3	2	2	-	-	-	-
<b>Average</b>	2.8	-	0.6	-	0.6	0.8	2.8	-	-	1.8	-
<b>Correlation Level of the Course</b>	3	-	1	-	1	1	3	-	-	2	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB73 DECISION SUPPORT SYSTEMS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Discuss the relationship between business information needs and decision making.
2. Summarise the general nature and range of decision support systems.
3. Simplify the issues related to the development of DSS.
4. Plan for Analyse, design and implement a DSS.
5. Implement proper integration between EIS and DSS.

**UNIT-I: INTRODUCTION TO DECISION SUPPORT SYSTEMS:** Overview of DSS - DSS: Deterministic Systems - Artificial Intelligence - Knowledge Based Expert Systems - MIS and Role of DSS.

**CASE STUDY: UNIT-I**

**UNIT-II: ESSENTIALS OF DSS:** Data warehousing, access, analysis and visualization - Data collection problems and quality - Internet and commercial database service - Database Management System for DSS - Database organization structure for DSS - Data warehousing - OLAP - Data mining - Data Visualization - GIS and virtual reality - Business Intelligence.

**CASE STUDY: UNIT-II**

**UNIT-III: DSS DEVELOPMENT:** Introduction to DSS development - Traditional system development life cycle - Alternate development methodologies - Tools for DSS development: DSS Technology levels and tools - DSS development platform - DSS development tools selection - Development of DSS: Putting system together - DSS future.

**CASE STUDY: UNIT-III**

**UNIT-IV: IMPLEMENTATION, INTEGRATION AND IMPACTS OF DSS:** Implementation: an overview - Major issues of implementation - Implementation strategies - System Integration: What and Why? - Models of Expert System and DSS integration - Integration of EIS, DSS and ES.

**CASE STUDY: UNIT-IV**

**UNIT–V: ENTERPRISE DECISION SUPPORT SYSTEM:** Enterprise system : Concept and definition - Evolution of executive and enterprise information system -Characteristics and capabilities of ESS - Comparing and integrating EIS and DSS - Supply and value chain and decision support - Computerized systems – MRP , ERP , SCM - Future of EIS.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Janakiraman V. S and Sarukesi K (2006). *Decision Support Systems*. Prentice Hall of India.
2. Lofti (1996). *Decision Support System and Management*. McGraw Hill Inc.

**REFERENCES:**

1. Joe Valacich and Christoph Schneider. *Information Systems Today: Managing in the Digital World*, Prentice Hall publishers.
2. Efraim Turban and Jay E. Aronson, *Decision Support System and Intelligent Systems*, Prentice Hall International, 9th Edition, 2010.
3. Marakas (2003), *Decision Support System*. Prentice Hall International.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	3	3	-	-	-	-	-	-
CO2	-	-	-	3	3	-	-	-	-	-	-
CO3	-	-	-	3	3	-	-	-	-	-	-
CO4	-	-	-	3	3	-	-	-	-	-	-
CO5	-	-	-	3		-	-	-	-	-	-
<b>Average</b>	3	-	-	3	3	3	-	-	-	-	-
<b>Correlation Level of the Course</b>	3	-	3	3	3	3	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

<b>MBA – IV SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB74 GOODS AND SERVICES TAX**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain concepts of GST system in India.
2. Apply registration of GST.
3. Explain the procedure levy and collection of GST in India.
4. Explain the overview of customs duty in India.
5. Examine the value for customs duty.

**UNIT-I: INTRODUCTION TO GOODS AND SERVICES TAX (GST):** Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).

**CASE STUDY: UNIT-I**

**UNIT-II: LEVY AND COLLECTION OF TAX:** Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy), (Theory and Problems).

**CASE STUDY: UNIT-II**

**UNIT-III: TIME AND VALUE OF SUPPLY:** Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).

**CASE STUDY: UNIT-III**

**UNIT-IV: INPUT TAX CREDIT:** Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory).

## CASE STUDY: UNIT-IV

**UNIT-V: INTRODUCTION TO CUSTOMS DUTY:** Definitions, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods. (Problems on Valuation of Imported Goods). (Theory and Problems).

Import and Export Procedure under Customs: Introduction to Baggage and General Free Allowance. Provisional Assessment of Duty, Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Theory).

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. V S Datey, *Indirect Taxes Law and practices*, Taxmanns.
2. K.M Bansal, *GST & Customs Law* (University Edition), Taxmanns.

### REFERENCES:

1. V.S. Datey and Dr. Krishnan Sachdeva, *Principles of GST & Customs Law*, Taxmanns.
2. B. Viswanathan, *Goods & Services Tax (GST) in India*, UBS Publishers.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	-	3	-	3	-	-	-	-	-
CO2	3	3	3	3	3	3	-	-	-	-	-
CO3	3	3	3	3	3	3	-	-	-	-	-
CO4	3	3	3	3	3	3	-	-	-	-	-
CO5	3	3	3	3	3	3	-	-	-	-	-
Average	3	3	3	3	3	3	-	-	-	-	-
Correlation Level of the Course	3	3	3	3	3	3	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

<b>MBA – IV SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB75 STRATEGIC MARKETING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Compare and contrast the key principles of marketing strategy.
2. Understand the need and importance of creating value for customers.
3. Examine the impact of competition, how companies deal with competition and brand related concepts.
4. Relate brand and product relationship in managing brands.
5. Think strategically on the process of marketing communications and management of Integrated Marketing Communication.

**UNIT-I: INTRODUCTION:** Marketing Strategy – Definition, Significance and Conditions for success of Marketing Strategy; Understanding Macro and Micro Environment; Contents of a Marketing Plan; Steps in developing Marketing Strategies and Plans.

**CASE STUDY: UNIT-I**

**UNIT-II: CONNECTING WITH CUSTOMERS:** Creating Customer Value, Satisfaction and Loyalty; Customer Perceived Value; Customer Life Time Value; Ways of improving value of Customer Base; Marketing activities for building Loyalty.

**CASE STUDY: UNIT-II**

**UNIT-III: ANALYZING COMPETITION:** Competitive Forces; Process of identifying and analysing competitors; Strategies for Market Leaders, Followers, Nichers; Criteria for choosing Brand Elements; Role of Brand Equity.

**CASE STUDY: UNIT-III**

**UNIT-IV: MANAGING PRODUCTS AND PRICING:** Designing Product Strategies and managing through Life Cycle; Steps in New Product Development and Challenges of New Product Development; Consumer Adoption Process; Pricing Strategies; Steps in Setting price of Products.

**CASE STUDY: UNIT-IV**

**UNIT-V: INTEGRATED MARKETING COMMUNICATION:** Marketing communication - Meaning and the Process of developing effective marketing communications; Managing IMC process; Promotion tools - Recent trends and tools used in Advertising, PR, sales promotion, Personal Selling and Direct Marketing.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Ferrell, O.C., Hartline, M., & Hochstein, B.W. (2021). *Marketing Strategy: Text and Cases* (6<sup>th</sup> ed.). Cengage Learning.
2. Palmatier, R., & Sridhar, S. (2021). *Marketing Strategy: Based on First Principles and Data Analytics* (2<sup>nd</sup> ed.). Red Globe Press.

**REFERENCES:**

1. Walker, O., & Mullins, J. (2013). *Marketing Strategy: A Decision-Focused Approach* (8<sup>th</sup> ed.). McGraw Hill Education.
2. West, D., Ford, J., & Ibrahim, E. (2011). *Strategic Marketing: Creating Competitive Advantage* (2<sup>nd</sup> ed.). Oxford University Press.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	3	-	-	-	-	-	-
CO2	3	-	3	-	3	-	-	-	-	-	-
CO3	3	-	-	3	3	3	-	-	-	-	-
CO4	3	-	-	3	3	-	-	-	-	3	-
CO5	-	-	-	3	3	-	-	-	-	-	-
Average	3	-	3	3	3	3	-	-	-	3	-
Correlation Level of the Course	3	-	3	3	3	3	-	-	-	3	-

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**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB76 MANAGING CREATIVITY AND INNOVATION**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Outline characteristics and indicators of innovation.
2. Analyse links between creativity, innovation and entrepreneurship.
3. Determine key elements in planning and organizing for innovation.
4. Discuss various tools and techniques of managing creativity and learning cycle in organizations.
5. Compile strategic aspects of innovation and implement them within the organisation.

**UNIT-I: THE CONCEPT OF INNOVATION:** Defining innovation; Differences between invention and innovation; Product innovation and process; Radical and incremental innovation; Technological innovation, commercial or organizational; Innovation indicators; Characteristics of innovation in different sectors.

**CASE STUDY: UNIT-I**

**UNIT-II: LINKS BETWEEN CREATIVITY, ENTREPRENEURS AND INNOVATION**—4Ps of creativity; evaluation of creative products; blocks to creativity; competence model; competence development; exemplary task for problem solving with incubation; divergent and convergent thinking.

**CASE STUDY: UNIT-II**

**UNIT-III: PLANNING & ORGANIZING FOR INNOVATION-** Innovation Environment; Innovation Opportunities; Strategizing Innovation; Innovative Organization Structures; Making Organizations Creative.

**CASE STUDY: UNIT-III**

**UNIT-IV: CREATIVITY PROCESS AND TECHNIQUES:** Individual Creativity; Group Creativity - Single loop learning; double loop learning; Kolb's learning model; Johari window; IDEOs Design thinking process

**CASE STUDY: UNIT-IV**



**UNIT-V: CREATING AND SHARING VISIONS IN ORGANIZATIONS:** competence supporting ideas; innovation diffusion; social loafing; high involvement innovation; Tuckman’s team development model.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. C.S.G. Krishnamacharyulu, R. Lalitha, (2010) *Innovation Management*, Himalaya Publishing House,.
2. Goller, I., Bessant J. (2017). *Creativity for Innovation Management*. United Kingdom: Taylor & Francis.

**REFERENCES:**

1. Clegg.B, Birch.P, *Creativity*,(2009) Kogan Page.
2. Osterwalder.A and Pigneur. Y;(2009) *Business Model Generation*, Alexander Oster & Yves Pigneur Publishers’.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

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<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB77 LEGAL ASPECTS OF BUSINESS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Compare and contrast various contracts in business.
2. Formulate effective legal decisions in business activities.
3. Design business strategies to protect the consumer liberty.
4. Demonstrate the usage of negotiable instruments.
5. Determine effectiveness of the competition act in modern business.

**UNIT-I: INTRODUCTION:** Overview of Business laws in India - sources of business law. The constitution of India with special reference to economic principles enshrined in the constitution, Article 246 read with Schedule 7 of Indian Constitution.

**CASE STUDY: UNIT-I**

**UNIT-II: THE INFORMATION TECHNOLOGY ACT, 2000:** Significance of E- Commerce and E-Governance, paperless society importance terms in IT Act, digital signature, certifying Authority, Cyber Crimes, Offences and Penalties.

**CASE STUDY: UNIT-II**

**UNIT-III: THE CONTRACT ACT, 1872:** Salient features covering essentials of Contract, Offer, Acceptance, Consideration, and Contingent Contracts; Salient features of Sale of Goods Act, 1930.

**THE CONSUMER PROTECTION ACT, 1986:** Rights of the Consumer, Defects and Deficiency, Services included under the act, Treatment of complaints of goods and services.

**CASE STUDY: UNIT-III**

**UNIT-IV: THE INDIAN PATENT ACT, 1970 & 2004:** Patent, patentee, Inventions and Non-inventions, EMR, Grant of Patent, Opposition to Patent, Surrender of Patent, Infringement of Patent, WTO and Patent Rules.

**CASE STUDY: UNIT-IV**

**UNIT-V: INDIAN COMPANIES ACT, 1956:** Meaning of Company, Types of Company, Memorandum of Association, Articles of Association, IPO, Book Building, Difference between Private and Public Company, Different kinds of Meeting, Agenda, Quorum, Resolutions, Winding up of the Companies.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Kapoor, N.D. (2014).*Mercantile Law* (34<sup>th</sup>ed.). Sultan Chand & Sons.
2. Gulshan, S.S. (2004).*Mercantile Law* (2<sup>nd</sup>ed.). Excel Books.

**REFERENCES:**

1. Sharma, V. *Information Technology Law and Practice* (3rd ed.). Universal Law Publishing Pvt.Ltd, New Delhi.
2. Pathak, A. (2007).*Legal Aspects of Business* (3<sup>rd</sup>ed.). Tata McGraw-Hill.
3. Maheshwari, S.N. & Maheshwari (2006). *Business Regulatory Framework*. Himalaya Publishing House.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	-	3	3	-	-	-	-	-	-
CO2	-	3	-	3		-	-	-	-	-	-
CO3	-	3	-	-	-	3	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	3	-	3	-	-	-	-	-	-	-
Average	3	3	-	3	3	3	-	-	-	-	-
Correlation Level of the Course	3	3	-	3	3	3	-	-	-	-	-

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**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB78 ENTERPRISE RESOURCE PLANNING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Identify the latest trends and challenges related to ERP system.
2. Apply techniques used for configuration and integration of the functional models such as materials, production, sales and finance.
3. Choose and implement better ERP package to sustain in competitive business world.
4. Outline the future trends involved in a typical ERP system.
5. Develop proper ERP system which is most suitable for customers.

**UNIT-I: INTRODUCTION TO ERP:** Defining ERP, Origin and Need for an ERP System, Benefits and risks of an ERP System, Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation: Roadmap for successful ERP implementation.

**CASE STUDY: UNIT-I**

**UNIT-II: ERP SOLUTIONS AND FUNCTIONAL MODULES:** Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules: sales and Marketing, Accounting and Finance, Materials and Production management.

**CASE STUDY: UNIT-II**

**UNIT-III: ERP IMPLEMENTATION:** Planning, Evaluation and selection of ERP systems; ERP Implementation life cycle - ERP implementation, Methodology and Frame work Training – Data Migration; People Organization in implementation-Consultants, Vendors and Employees.

**CASE STUDY: UNIT-III**

**UNIT-IV: POST IMPLEMENTATION:** Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation.

**CASE STUDY: UNIT-IV**

**UNIT – V: EMERGING TRENDS ON ERP:** Extended ERP systems and ERP add-ons: CRM, SCM, Business analytics; Future trends in ERP systems-web enabled, Wireless technologies.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Alexis Leon (2008). Enterprise Resource Planning. Tata McGraw-Hill.
2. Mahadeo Jaiswal, Ganesh Vanapalli. Enterprise Resource Planning. Mac Milan.

**REFERENCES:**

1. Sinha P. Magal and Jeffery Word (2012). Essentials of Business Process and Information System, Wiley India.
2. Jagan Nathan Vaman (2008). ERP in Practice, Tata McGraw-Hill.
3. Vinod Kumar Grag and N.K. Venkitakrishnan (2006). ERP- Concepts and Practice. Prentice Hall of India.

<b>COs/POs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>
<b>CO1</b>	-	-	-	3	3	-	-	-	-	-	-
<b>CO2</b>	-	-	-	3	3	-	-	-	-	-	-
<b>CO3</b>	-	-	-	3	3	-	-	-	-	-	-
<b>CO4</b>	-	-	-	3	3	-	-	-	-	-	-
<b>CO5</b>	-	-	3	3	3	-	-	-	-	-	-
<b>Average</b>	-	-	3	3	3	-	-	-	-	-	-
<b>Correlation Level of the Course</b>	-	-	3	3	3	-	-	-	-	-	-

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**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB79 MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Describe the process and economic rationale for M&As.
2. Illustrate the characteristics and types of mergers.
3. Explain various issues in the M&A process.
4. Apply the valuation techniques to M&A assessment and decision making.
5. Explain the international policies in M&A.

**UNIT-I: BUSINESS ALLIANCES:** Introduction - Various Forms of Business Alliances – types of mergers - Strategic Choice of Type of Business Alliance - Who should go for Merger and Acquisition and Take-over - Defining and Selecting Target - Pricing of Mergers.

**CASE STUDY: UNIT-I**

**UNIT-II: MERGERS:** Characteristics of Merger, Divestitures, sell off, spin off, Equity carveout, Going private, demergers and Leveraged buyouts. Calculating share exchange ratio.

**CASE STUDY: UNIT-II**

**UNIT-III: ACQUISITIONS:** Negotiation/Approach for Merger, Acquisition and Take-over - Contracting - Implementation of Merger and Acquisition - Managing Post-Merger Issues - Legalities Involved in Merger, Acquisition and Take-over - Ethical Issues of Merger and Take-over – Defensive tactics for mergers.

**CASE STUDY: UNIT-III**

**UNIT-IV: ISSUES:** Reasons for Mergers - Accounting for Mergers - Financing the Mergers and Take-overs - Corporate Restructuring - Divestment and Abandonment.

**CASE STUDY: UNIT-IV**

**UNIT-V: THEORIES:** Theories of Merger – tax aspects in mergers & acquisitions – Different approaches in the valuation of mergers and acquisitions – Cross border mergers – Funding options for mergers.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Patrick A.Gaughan, *Mergers and Acquisitions Corporate Restructuring*, Wiley Publishers, 6th Edition, 2015.
2. Rabi Narayan Kar/Minakshi, *Mergers Acquisitions & Corporate Restructuring - Strategies & Practices*. Paperback – , TAXMANN, 2017
3. Donald M. DePamphilis, *Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions*. Academic Press, 6th Edition, 2011.

**REFERENCES:**

1. Karn Gupta, *Global Corporate Restructuring & Mergers & Acquisitions in India: Corporate Restructuring: Global Analytics & Indian Position*. Lap Lambert Academic Publishing, 2013.
2. Donald M. DePamphilis, *Mergers, Acquisitions, and Other Restructuring Activities*. Academic Press, 5th Edition, 2010.
3. Sheeba Kapil, Kanwal N. Kapil. *Mergers and Acquisitions: Valuation, Leveraged Buyouts and Financing* (WIND). Paperback WILEY, 2015.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	3	-	-

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**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB80 CUSTOMER EXPERIENCE MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, students will be able to

1. Identify the fundamentals of Customer Experience.
2. Analyze customer expectations' and recognize wide-ranging business factors.
3. Apply customer journey maps for business decisions.
4. Examine opportunities for improved experience and business performance.
5. Design solutions for improved CX across the entire business model.

**UNIT-I: INTRODUCTION:** Definitions and Misconceptions of Customer Experience (CX); Key Principles of Customer Experience; Articulation of Customer Pain Points; Personas and Empathy Map; Customer Experience Map.

**CASE STUDY: UNIT-I**

**UNIT-II: MANAGING CUSTOMER ACQUISITION:** Differentiation and Competitive Advantage; Increasing Customer Retention and Loyalty; Common Methods of Customer Acquisition; Increasing Profits and Shareholder Value through CX, Enabling Cost Reduction through CX.

**CASE STUDY: UNIT-II**

**UNIT-III: CX FRAMEWORK:** Customer Experience as a Business Strategy; Components of CX Framework; Framework for CX Transformation – Key Focus Areas, Strategic Building Blocks for implementing Change.

**CASE STUDY: UNIT-III**

**UNIT-IV: THE CUSTOMER JOURNEY:** Introduction to Journey Maps – The Power of Storytelling, Characteristics of Successful Journey Maps; Elements of Customer Journey Map; Steps to effective Journey Maps.

**CASE STUDY: UNIT-IV**



**UNIT-V: CX IN ACTION:** Stages of CX Excellence; Digital Innovation driving CX Excellence; Using Technology and Artificial Intelligence for CX Excellence; Measuring and Benchmarking using key CX Metrics.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Li,C. (2019). *The Disruption Mindset: Why Some Organizations Transform While Others Fail*. Ideapress Publishing.
2. Tavsan, N. & Erdem, C. (2018). *Customer Experience Management: How to Design, Integrate, Measure and Lead*. Tasora Books.

**REFERENCES:**

1. Manning, H., Bodine, K., & Bernoff, J. (2012). *Outside In: The Power of Putting Customers at the Center of Your Business*. New Harvest Publishers.
2. Kalbach, J. *Mapping Experiences: A Complete Guide to Customer Alignment Through Journeys, Blueprints and Diagrams*. O’Reilly.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	3	3	-	-	-	-	-	-	-
CO2	-	-	3	3	3	-	-	-	-	-	-
CO3	-	-	3	3	3	-	-	-	-	-	-
CO4	-	-	3	3	3	-	-	-	-	-	-
CO5	-	-	3	3	3	-	-	-	-	-	-
Average	-	-	3	3	3	-	-	-	-	-	-
Correlation Level of the Course	-	-	3	3	3	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

<b>MBA – IV SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>

**20CMB81 HR ANALYTICS**

**COURSE OUTCOMES:**

After completion of course, the students will be able to

1. Define the evolution and role of HR Analytics in organization.
2. Demonstrate various steps involved in predictive analytics.
3. Classify and analyze a study on employees or any other related to the HR context in an organization.
4. Choose an appropriate tool for data analytics.
5. Summarize How HR function adds value and demonstrate its value in business terms.

**UNIT-I: HR ANALYTICS IN PERSPECTIVE:** Defining HR Analytics, Evolution, Role of Analytics, HR Analytics: The Third Wave for HR value creation- Valuing HR Analytics in the organizational system.

**CASE STUDY: UNIT-I**

**UNIT-II: PREDICTIVE ANALYTICS:** Steps involved in predictive analytics: Determining key performance indicators, analyzing and reporting data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

**CASE STUDY: UNIT-II**

**UNIT-III: DATA DRIVEN HRA:** Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, building support and interest, Obtaining data.

**CASE STUDY: UNIT-III**

**UNIT-IV: HR DASHBOARD: R Programming** for Data Analytics- Using R for visualizing large data sets, **Excel** for Data Analytics- Analysis Tool Pak in Excel, ethical data manipulation using excel, data visualizing using Excel and Summarizing data using Excel.

**CASE STUDY: UNIT-IV**

**UNIT-V: HR SCORECARD:** Finding money in Analytics, Linking HR Data to operational performance, Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

**CASE STUDY: UNIT-V**

## TEXT BOOKS:

1. FITZ-ENZ, J. (2010). *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*. Ukraine: AMACOM.
2. Alwan, L. C., Craig, B. A., McCabe, G. P., Moore, D. S. (2011). *The Practice of Statistics for Business and Economics*. United Kingdom: W.H. Freeman.
3. Huselid, M. A., Ulrich, D., Huselid, M. A., Norton, D., Becker, B. E., Huselid, r. A., Ulrich,(2001). *The HR Scorecard: Linking People, Strategy, and Performance*. Nigeria: Harvard Business School Press.

## REFERENCES:

1. Fitz-enz, J., Mattox, J. (2014). *Predictive Analytics for Human Resources*. Germany: Wiley.
2. Smith, T. (2013). *HR Analytics: The What, Why and How*. United States: Createspace Independent Pub.
3. Byerly, B., Fitz-enz, J., Pease, G. (2012). *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*. United Kingdom: Wiley.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	2	-	2	2	-	2	-	-	-	-
CO2	3	-	-	3	3	-	3	-	-	3	-
CO3	3	2	-	2	3	-	3	-	-	-	-
CO4	2	-	-	2	2	-	-	-	-	-	-
CO5	-	-	3	3	2	-	2	2	-	2	-
Average	2.6	2	3	2.4	2.4	-	2.5	2	-	2.5	-
Correlation Level of the Course	3	2	3	3	3	-	3	2	-	3	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

**(AUTONOMOUS)**

	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB82 VENTURE FINANCING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Determine the sources of funds required at various stages of business.
2. Analyse and forecast the financial performance of the business.
3. Comprehend the funding options available globally and apply the suitable options in Indian context.
4. Identify the suitable investment strategies for wealth maximization and welfare of stakeholders.
5. Apply appropriate strategies for business expansion.

**UNIT-I: INTRODUCTION TO ENTREPRENEURIAL FINANCE:** Role of Finance in Entrepreneurship; Stages and Types of Financing; Sources and Types of Capital; Components of New Venture Financing; Introduction to Boot Strapping and Incubation.

**CASE STUDY: UNIT-I**

**UNIT-II: CREATING AND STARTING THE VENTURE:** Sources of New Ideas; Methods of Generating Ideas; Creative Problem Solving; Product Planning and Development Process; Managing Risk and Return in the Entrepreneurial Venture.

**CASE STUDY: UNIT-II**

**UNIT-III: BUSINESS PLAN:** Nature and Scope of Business Plan; Writing Business Plan; Evaluating Business Plan; Developing Marketing Plan, Financial Plan and Organizational Plan.

**CASE STUDY: UNIT-III**

**UNIT-IV: SOURCES OF FUNDING:** Traditional Sources of Financing – Equity Shares, Preference Shares, Debentures/Bonds, Loans from Financial Institutions; Raising Finance through Angel Investors, Venture Capital, Crowd Funding, Private Equity; Government Schemes for Financing the Start-ups.

**CASE STUDY: UNIT-IV**

**UNIT-V: NEW VENTURE EXPANSION STRATEGIES AND ISSUES:** Features and Evaluation of Joint Ventures, Acquisitions; Mergers, Financing, Public Issues, Rights Issues, Bonus Issues and Stock Splits.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Rogers, S., & Makonen, R.E. (2014). *Entrepreneurial Finance* (3<sup>rd</sup>ed.). McGraw Hill.
2. Leach, J.C., & Melicher, R.W. (2017). *Entrepreneurial Finance* (6<sup>th</sup>ed.). Cengage Learning.
3. Smith, J.K., Smith, R.L. & Bliss R.T. (2011). *Entrepreneurial Finance: Strategy, Valuation and Deal Structure*. Stanford University Press.

### REFERENCES:

1. Desai, V. (2011). *The Dynamics of Entrepreneurial Development and Management* (6<sup>th</sup>ed.). Himalaya Publishers.
2. Gibbons, G., Hisrich, R.D. & Dasilva C.M.(2017). *Entrepreneurial Finance: A Global Perspective* (1<sup>st</sup>ed.). SAGE Publishing.
3. Chandra, P. (2011). *Finance Management* (9<sup>th</sup>ed.). McGraw Hill.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	-	-	-	3	-	-	-	-	3	-	-
CO3	-	-	-	3	-	-	-	-	3	-	-
CO4	-	-	-	3	-	-	-	-	3	-	-
CO4	3	-	-	3	-	-	-	-	-	-	-
Average	3	-	-	3	-	-	-	-	3	-	-
Correlation Level of the Course	3	-	-	3	-	-	-	-	3	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB83 KNOWLEDGE MANAGEMENT AND INFORMATION SYSTEMS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the history, state-of-the-art and future of Knowledge Management System applications.
2. Use and evaluate Knowledge Management Systems to facilitate individual and group work.
3. Recognize the various subsystems of Knowledge Management Systems.
4. Examine the physical components needed for information system.
5. Explain how to organize files and databases.

**UNIT-I:** Knowledge Society: From data to information to knowledge- Drivers of knowledge management- Intellectual capital- KM and learning organizations- case studies. Strategic alignment- creating awareness- articulation- Evaluation and strategic alignment-Infrastructural development and deployment- Leadership, measurement and refinement- Role of CKO.

**CASE STUDY: UNIT-I**

**UNIT-II:** Analyzing business environment-knowledge audit and analysis – designing KM team – creating KM system blue print- implementation- capture –store and sharing. Technology components- Intranet and Groupware solutions- tools for collaborative intelligence- package choices- implementing security.

**CASE STUDY: UNIT-II**

**UNIT-III:** Definition – Computer based user machine system – Integrated system – Need for a database – Utilization of models – Evolution – Subsystems – Organizational subsystems – Activities subsystems.

**CASE STUDY: UNIT-III**

**UNIT-IV:** Operating elements – Physical components – Processing functions – Outputs – MIS support for decision making – Structured programmable decisions – Unstructured non-programmable decisions – MIS structure based on management activity and organizational functions – Synthesis of MIS structure.

**CASE STUDY: UNIT-IV**

**UNIT-V: SYSTEM SUPPORT:** Data representation – Communication network – Distributed systems – Logical data concepts – Physical storage devices – File organizations – Data base organization –

Transaction processing - DEVELOPMENT AND MANAGEMENT : A contingency approach to choosing an application – Developing strategy – Lifecycle definition stage – Lifecycle development stage – Lifecycle installation and operation stage – Project management.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Amrittiwana (2001). *The essential guide to knowledge management*, Pearson education.
2. Ratnajagogula, *Knowledge management*, A new dawn- ICFAI-2002
3. Gordon B. Davis, Margrethe H. Olson (2000), *Management Information Systems: Conceptual foundations, Structure and development*. Tata-McGraw hill.

**REFERENCES**

1. E.Wainright Martin, Carol V. Brown, Danial W. DeHayes, Jeffrey A. Hoffer, William C. Perkins (1999). *Managing Information Technology*. Prentice Hall International.
2. Harold Koontz, Heinz Weihrich (1998), *Essentials of Management*, 5th Edition. Tata McGraw Hill.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY**

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB84 STRATEGIC INVESTMENT AND FINANCING DECISIONS**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Evaluate a corporation's major strategic and investment decisions from a financial perspective.
2. Interpret the performance various investments related to risk and return.
3. Solve the problems related to investment decisions.
4. Develop a broader view of the financial landscape and obtain a deeper understanding of major corporate financial decisions.
5. Develop suitable decision making.

**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.

**CASE STUDY: UNIT-I**

**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.

**CASE STUDY: UNIT-II**

**UNIT-III: CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES:** Discounted payback, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multiperiod capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**CASE STUDY: UNIT-III**



**UNIT-IV: STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS:** Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions; Mergers and acquisitions in Capital Budgeting, cash vs. equity for financial mergers.

**CASE STUDY: UNIT-IV**

**UNIT-V: FINANCING DECISIONS:** International Capital Structure: Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs: Capital Structure Theory –the Signaling Model.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Prasanna Chandra, *Financial Management*, 7th Edition, Tata McGraw Hill Publications, 2008.
2. Prasanna Chandra, *Projects: Planning, Analysis, Financing implementation and review*, TMH, New Delhi, 2008.

**REFERENCES:**

1. Brigham E.F & Houston J.F., *Financial Management*, Thomson Publications, 2003.
2. Pandey I.M, *Financial Management*, Vikas Publishing House, 2003.
3. Khan MY and Jain PK, *Financial Management: Text and Problems*, Tata Mc Graw-Hill Publishing Co, 2003.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	3	-	-
CO2	-	-	-	3	3	-	-	-	3	-	-
CO3	-	-	-	3	3	-	-	-	3	-	-
CO4	-	-	-	2	3	-	-	-	3	-	-
CO5	-	-	-	-	3	-	-	-	3	-	-
Average	-	-	-	2.75	3	-	-	-	3	-	-
Correlation Level of the Course	-	-	-	3	3	-	-	-	3	-	-

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<b>MBA – IV SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB85 SOCIAL MEDIA MARKETING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the required terminology and components of Social Media tactical and strategic plans.
2. Identify the place social media marketing has within the context of an organizations/business unit's/product's overall marketing strategy.
3. Evaluate an organizations effective engagement in social media to meet marketing objectives.
4. Measure the effectiveness of social media for marketing purposes and draft a social media strategy for a specific product.
5. Evaluate customer satisfaction level.

**UNIT-I: INTRODUCTION:** Introduction to Social Media - What is Social Media? Historical development of Social Media Marketing; Big Brands and Social Media; Small Business and Social Media; What's Driving Social Media Marketing? Developing social media marketing strategy.

**CASE STUDY: UNIT-I**

**UNIT-II: CONTENT MARKETING-I:** Developing a Content Marketing Strategy, Content Strategies- Building audience; **Facebook:** Creating groups and pages - Posts – Events - Ad campaigns – Objective, Managing Audience, Budget, scheduling and Ad Delivery; **Twitter and Micro Blogging:** Introduction – History – Using Twitter as a marketing tool –Clients- Set-up and usage – Tips.

**CASE STUDY: UNIT-II**

**UNIT-III: CONTENT MARKETING-II: Blogs:** Introduction – History – Blogging; **Introduction to SEO:** What is SEO? - How it is determined? Fundamentals of Google Ad words – Overview of SEM Terminologies; **YouTube:** Long-form video platforms- Setting up a channel - Managing content; Forums; Ratings and Reviews.

**CASE STUDY: UNIT-III**

**UNIT-IV: TRENDS IN SOCIAL MEDIA MARKETING: LinkedIn:** Promoting Business with LinkedIn; Using LinkedIn as a Content Platform; **Instagram:** Create and Usage; Promoting brand using Instagram; **Pinterest:** Set-up and management – Driving traffic with Pinterest.

**CASE STUDY: UNIT-IV**

**UNIT-V: MEASURING RESULTS:** Metrics – Goal Setting; Analyzing Content-Sharing Metrics; Analyzing Twitter & Face book Metrics; Measuring Other Social Media Networks. **ROI:** Measuring ROI – financial - customer satisfaction – awareness.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Jan Zimmerman, Deborah Ng, *Social Media Marketing All-in-One For Dummies*, 3<sup>rd</sup> Edition, John Wiley and Sons, 2015.
2. Dan Zarella, *The Social Media Marketing*, O’Reilly Media, 2011, ISBN: 978-0-596-80660-6.

**REFERENCES:**

1. Erik Qualman, *Socialnomics: How Social Media Transforms the Way We Live and Do Business* -2nd Edition, 978-1118232651.
2. Eric Schwartzaman, *Social Marketing to the Business Customer: Listen to Your B2B Market, Generate Major Account Leads, and Build Client Relationships*, John Wiley & Sons, 978-0470639337.
3. Dave Evans, *Social Media Marketing, The Next Generation of Business Engagement*.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	3	3	-	-	-	-	-	-	-
CO2	-	2	-	-	-	3	-	-	-	-	-
CO3	-	2	-	3	-	-	-	-	-	-	-
CO4	-	-	3	3	-	-	-	-	-	-	-
CO5	-	-	3	3	-	-	-	-	-	-	-
<b>Average</b>	0.6	0.8	1.8	3		0.6	-	-	-	-	-
<b>Correlation Level of the Course</b>	1	1	2	3		1	-	-	-	-	-

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<b>MBA – IV SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB86 CROSS CULTURE MANAGEMENT**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the significance of Cross –Cultural management in the organizational context.
2. Summarize major theoretical and empirical studies examine the impact of different national cultures on Organizational Behavior and management.
3. Identify the issues in Cross Cultural Communication and Negotiation.
4. Analyze the HR Management practices including Recruitment and Selection, in global organization.
5. Explain the various compensation strategies employed by organizations operating in cross- cultural context.

**UNIT-I:** Introduction Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

**CASE STUDY: UNIT-I**

**UNIT-II:** Cultural Dimensions and Dilemmas Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**CASE STUDY: UNIT-II**

**UNIT-III:** Culture and Organizations Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**CASE STUDY: UNIT-III**

**UNIT-IV:** Culture and Communications Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

**CASE STUDY: UNIT-IV**

**UNIT-V:** Cross Cultural Team Management Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

## CASE STUDY: UNIT-V

### TEXT BOOKS:

1. Adler, N.J.(1991). *International Dimensions of Organizational Behavior*, Boston, Kent Publishing.
2. ShobhanaMadhavan. *Cross Cultural Management*, Oxford University Press.
3. Dowling, P. J.(1994). *International Dimensions of Human Resource Management*, Wadsworth.
4. Hofstede, G. (1984). *Cultures Consequence, International Differences in Work Related Values*. Sage.
5. Mead, R. *International Management- Cross Cultural Dimensions*. Camb, Mass, Blackwell.

### REFERENCES:

1. Marie-joelleBrowaeys and Roger Price. *Understanding CCM*, Pearson.
2. David C.Thomas. *Cross Cultural Management*, 2/e, Sage Publications.
3. Nigel Holdon, *CCM: Knowledge Management Perspective*, Prentice Hall.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	-	3	3	3	3	3	-	-	-
CO2	-	2	-	2	1	1	2	-	-	-	-
CO3	-	2	2	3	-	2	3	2	-	-	-
CO4	1	2	-	2	2	1	-	-	-	-	-
CO5	2	2	-	2	3	2	2	-	-	-	-
Average	1.3	2.2	2	2.4	2.25	1.8	2.5	2.5	-	-	-
Correlation Level of the Course	1	2	2	3	2	2	3	3	-	-	-

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	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA – IV SEMESTER</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB87 LEGAL AND GOVERNMENT POLICY CONSIDERATIONS  
FOR NEW ENTERPRISES**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the various concepts related to business ownership.
2. Identify the different sources of funding.
3. Examine the accounting and taxation aspects of business.
4. Analyze international legal polices of business.
5. Explain the concepts of goods and services tax.

**UNIT-I: OVERVIEW:** Types Sole proprietorship as a business structure for new enterprise, One person Company, Structuring a Partnership/LLP, Advantages of Company, Optimal structure for family businesses. Non-profit businesses, Procedure and key issues in incorporation of a trust/society/non-profit company. Tax benefits for a non-profit entity. MSMED Act: Advantages of registration, money recovery procedures for start-ups, Appointment of advisors, and remuneration models.

**CASE STUDY: UNIT-I**

**UNIT-II: FUNDING:** Raising Investment-Angel rounds, Venture Capital (VC) & Private Equity (PE) deals, Financial and Strategic Investment, Steps in an investment transaction-negotiation, drafting and legal strategy, conducting due diligence, Understanding non-disclosure agreements (NDAs), Exit issues in investment transactions, PIPES transactions, Strategic Investment and Joint Ventures.

**CASE STUDY: UNIT-II**

**UNIT – III ACCOUNTING ASPECTS:** GAAP, Classification of Accounts, Double Entry System, Books of Original Record, Journal and Subsidiary books, Ledger, Trial Balance, Capital and Revenue Expenditure and Receipts, Final Accounts with adjustments.

**CASE STUDY: UNIT-III**

**UNIT – IV FOREIGN REGULATIONS:** FDI Restrictions on foreign investors, FDI in different business structures, FDI in E-Commerce, Bank accounts for foreigners and handling foreign exchange, Compliance and Filing Requirements, Relaxation for foreign venture capital investors, negotiating exits with foreign investors.

**CASE STUDY: UNIT-IV**

**UNIT-V- GST:** Goods and Service Tax (GST), Indirect taxes: Introduction to GST, How to determine GST applicability to a business entity, Dual GST, State GST, Central GST, Integrated GST, GST Registration process. 30 Issues linked to tax strategy, Export and Import, Import and Export duties, Incentives for Exporters.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Marisa Anne Pagnattaro, Daniel R. Cahoy, Julie Manning Magid, O. Lee Reed & Peter J. Shedd. *The legal and Regulatory Environment of Business*. McGraw Hill.
2. Daniel Albuquerque. *Legal Aspects of Business*. Oxford Higher Education.

**REFERENCES:**

1. Sundaram K. Anant and Black Stewart. (2016). *The International Business Environment-Text and Cases*, Pearson.
2. B. Viswanathan. (2016). *Goods and Services Tax (GST) in India*, New Century Publications.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3			3							
CO2				3	3						
CO3									3		
CO4	3			3		3					
CO5	3				3						
Average	3			3	3	3			3		
Correlation	3		3	3	3	3			3		

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<b>MBA – IV SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**20CMB88 DATA WAREHOUSING AND DATA MINING**

**COURSE OUTCOMES:**

After completion of the course, the students will be able to

1. Explain the purpose for developing a data warehouse, including difference between operational and decision support system.
2. Describe the architecture of a data warehouse.
3. Outline the project planning aspects of building a data warehouse.
4. Describe the purpose of data mining.
5. Examine the knowledge discovery process.

**UNIT-I: INTRODUCTION:** Data Mining – Functionalities – Classification of data mining systems – Major issues in data mining. Data warehouse and OLAP technology for data mining: What is a data warehouse – A Multi dimensional model – Data Warehouse Architecture – Data Warehouse Implementation – Future development of Data cube technology.

**CASE STUDY: UNIT-I**

**UNIT-II: DATA PREPROCESSING:** Data cleaning – Data integration and transformation – Data reduction – Discretization and concept hierarchy generation. Data Mining Primitives: What defines a data mining tasks?

**CASE STUDY: UNIT-II**

**UNIT-III: MINING ASSOCIATION RULES IN LARGE DATABASES:** Association rule mining – Mining single dimensional Boolean association rule from transactional databases Mining Multidimensional association rules from relational databases and data warehouses.

**CASE STUDY: UNIT-III**



**UNIT-IV: CLASSIFICATION AND PREDICTION:** What is classification – Issues regarding classification – Classification by decision tree induction – Bayesian classification.

**CASE STUDY: UNIT-IV**

**UNIT-V: CLUSTER ANALYSIS:** Types of data in cluster analysis – Categorization of major clustering methods – Partitioning methods – Hierarchical Methods.

**CASE STUDY: UNIT-V**

**TEXT BOOKS:**

1. Jiawei Han, Micheline Kamber (2003). *Data Mining: Concepts and Techniques*, Morgan Kaufmann Publishers.
2. Sam Anohory, Dennis Murray (2002), *Data Warehousing in the Real World*, Addison Wesley.

**REFERENCES:**

1. Michael J A Berry, Gordon S Linoff (2004). *Data Mining Techniques*. Wiley Publishing.
2. Alex Berson, Stephen J.Smith (2004). *Data warehousing, data mining & OLAP*. Tata McGraw Hill Publications.
3. SushmitaMitra, Tinku Acharya (2003). *Data mining: Multimedia, Soft computing and Bioinformatics*. John Wiley & Sons.

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	-	-	-	-	-	-
CO2	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	-	3	-	-	-	-	-	-	-
CO4	-	-	-	3	-	-	-	-	-	-	-
CO5	-	-	-	3	-	-	-	-	-	-	-
Average	-	-	-	3	-	-	-	-	-	-	-
Correlation Level of the Course	-	-	-	3	-	-	-	-	-	-	-

**SRI VENKATESWARA COLLEGE OF ENGINEERING AND TECHNOLOGY  
(AUTONOMOUS)**

<b>MBA –IV SEMESTER</b>	<b>L T P C</b>
<b>20CMB89 PROJECT</b>	<b>0 0 12 6</b>

The aim of project is to give an opportunity to the students to have practical exposure related to the job they prefer to do after the course. Project is to acquire practical knowledge by working in any organization. Through working in any organization of their choice for a stipulated time, students should learn how to do routine work related to the functional area of their interest.

**Learning Outcomes:**

After completion of project, the students will be able to

1. Understand the strategies of the organization, structure of organization, reporting systems and general administration of the organization.
2. Understand the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization.
3. Understand how to do the routine work related to job they prefer to do after the course.

**Approach to carry out a project:**

Students should take covering letter/s, addressed to the organization/professional. The project work shall be initiated in the penultimate semester and continue in the final semester. The viva – voce examination may be conducted for all the candidates as per the fourth semester examination schedule. They can use their own contacts or seek assistance from the faculty and head of their concerned department in the institution to pursue the process of getting the project done. Students are expected to put their serious efforts to get the project because there is huge competition for getting projects and organizations are also expressing their inability to provide projects to the large number of students pursuing MBA. Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunk, dealers, distributors retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model.

