



**AUDISANKARA COLLEGE OF ENGINEERING & TECHNOLOGY  
(AUTONOMOUS)**  
Gudur, Nellore Dist - 524101, A.P (India)

**ACADEMIC REGULATIONS FOR THE AWARD OF FULL TIME  
M.B.A. DEGREE PROGRAMME  
(WITH EFFECT FROM THE ACADEMIC YEAR 2013-14)**

The **Audisankara College of Engineering and Technology**, Gudur, Nellore District, Andhra Pradesh shall confer M.B.A Post Graduate degree to candidates who are admitted to the Master of Business Administration (M.B.A.) Programme and fulfilled all the requirements for the award of the degree.

**1. ELIGIBILITY FOR ADMISSIONS:-**

Admission to the Master of Business Administration programme shall be made subject to the eligibility, qualifications and specialization criteria prescribed by the JNTUA, Anantapur for each programme, from time to time.

- ❖ As per the norms of A.P. State Council of Higher Education (APSCHE), Government of Andhra Pradesh, admissions are made to the first year of two year M.B.A. P.G. Degree Programme as follows:-
  - As per the norms of Government of Andhra Pradesh, Category-A (based on the rank obtained in ICET) seats will be filled up by the Convener, ICET.
  - As per the norms of Government of Andhra Pradesh, Category-B seats will be filled up by the management.

**2. COURSE WORK:-**

- ❖ A Candidate after securing admission must pursue the M.B.A course of study spread over Four Semesters.
- ❖ Each semester shall be of 20 weeks duration including all examinations.
- ❖ A candidate admitted into the programme should complete it within a period equal to twice the prescribed duration of the programme from the date of admission.

**3. ATTENDANCE REGULATIONS AND CONDONATION:-**

- (i) A student shall be eligible to appear for end semester examinations, if he acquires a minimum of 75% attendance in aggregate of all the subjects.
- (ii) Condonation of shortage of attendance in aggregate up to 10% on medical grounds (65% above and below 75%) in each semester may be granted on the recommendation of the College Academic Committee. However, granting condonation is purely at the discretion of Principal of the college.
- (iii) A Student will not be promoted to the next semester unless he satisfies the attendance requirement of the present semester as applicable. They may seek re-admission for that semester as and when offered next.
- (iv) Shortage of Attendance below 65% in aggregate shall in no case be condoned.
- (v) Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examinations of that particular semester and their registration for examination shall stand cancelled.

- (vi) A stipulated fee shall be payable towards condonation of shortage of attendance if granted.
- (vii) Attendance may also be condoned for those students who participate in prestigious sports and co and extracurricular activities provided their attendance is in the minimum prescribed range for the purpose and recommended by the concerned authority.

#### **4.0. EVALUATION:-**

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for Theory and 100 marks for practical subjects, on the basis of Internal Evaluation and End Semester Examination. For the theory & practical subjects 60% of the marks will be for the External End Examination, while 40% of the marks for Internal Evaluation

##### **4.1 INTERNAL EVALUATION FOR THEORY SUBJECTS:**

Each course is evaluated for **40 marks (a+b)**

- a)** Two Midterm Examinations each for **30 marks** with a duration of two hours each will be conducted for every theory course in a semester. First Midterm Examination is conducted in the middle of the Semester (I & II units) and second Midterm Examination immediately after the completion of instruction (III & IV units) as per academic schedule. The Midterm Examination marks shall be awarded giving a weightage of 80% in the Midterm Examination in which the student scores more marks and 20% in the remaining Midterm Examination.

##### **Midterm Examination Pattern for 30 Marks:**

- ❖ Each Midterm Examination Question Paper comprises of four questions covering the two units.
- ❖ Answering any three questions.
- ❖ Questions 1 & 2 from one unit and Questions 3 & 4 from another unit. Each question is allotted 10 marks.

- b) 10 marks** are allocated for **Assignment Tests**.

- There will be four Assignment tests per subject in year/semester pattern.
- One Assignment test is conducted from each unit.
- Five Assignment questions are given in advance from each unit out of which two questions given by the concerned teacher has to be answered during Assignment test.
- Average of Assignment tests marks is considered.

**NOTE:** A student who is absent for any Midterm Examination / Assignment Test, for any reason whatsoever, shall be deemed to have scored zero marks in that Midterm Examination/ Assignment Test and no make-up test shall be conducted.

##### **4.2 Internal Evaluation for Practical Subjects:-**

For Laboratory courses there shall be continuous evaluation during the semester for 40 internal marks. The break-up of internal marks to be awarded is as given below:

**Table 1: Break-up of Internal Marks**

<b>S.No.</b>	<b>Criterion</b>	<b>Marks</b>
1	Conduct of experiments, Observation & Results in regular class work(Day-to-Day Performance)	25
2	Viva – voce and Internal Examination	15

In any semester a minimum of 90% of the prescribed number of experiments/exercises specified in the syllabus for laboratory course shall be conducted. They shall complete these experiments/exercises in all respects and submit report and get it certified by the concerned internal lab teacher and the Head of the Department to become eligible to appear for the final end examination in the Laboratory Course.

#### **4.3 Internal Evaluation for Seminar & Case Studies:-**

For Seminar and Case studies there will be an internal evaluation of 50 marks each. A candidate has to secure a minimum of 50% to be declared successful.

The distribution of internal marks for seminar is given below:

**Table 2: Distribution of Marks**

S.No.	Criterion	Marks
1	Seminar Report & Subject content	20
2	Seminar presentation & Viva – Voce Exam	30

For the **Seminar**, the student shall collect the information on a specialized relevant topic and prepare a report, showing his understanding over the topic, and submit to the department. The assessment for 20 marks (10 marks for report, 10 marks for subject content) will be made by a board consisting of HOD and two internal experts at the end of the semester instruction. The assessment for 30 marks (20 marks for presentation and 10 marks for queries) will be evaluated by the Department Committee consisting of Head of the department, Seminar Supervisor and a Senior Faculty Member.

For the **Case study**, the objectives of the course are to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

**Internal evaluation (50 marks):** Case studies are conducted in atleast 5 subjects out of total 7 subjects. At least two cases per subject shall be considered for internal evaluation. Such case study analyses by student shall be produced as a record. Case studies for each subject are allotted 10 marks awarded by the concerned subject faculty and Head of the Department. The Head of the Department shall consolidate the marks of all such case studies and finalize the internal evaluation marks for 50.

#### **4.4 Evaluation for Project Work:-**

Out of a total of 200 marks for the project work, 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 an External examiner nominated by the Principal, HOD & Supervisor as a committee. The Internal Evaluation shall be made by the departmental committee, on the basis of two seminars given by each student on the topic of his project.

**4.5** 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.

**4.6** In case the candidate does not secure the minimum academic requirement in any subject(as specified in 4.4) he has to reappear for the Semester Examination either supplementary or regular in

that subject, or repeat the course when next offered or do any other specified subject as may be required.

#### **5.0 EVALUATION OF SOFT SKILLS:-**

The subject **Soft Skills** is introduced in to the M.B.A Programme to equip with the necessary skill sets and to enhance the placement opportunities of students. It is a theoretical subject equivalent to any other professional theory subject but only internal evaluation.

#### **6.0 SEMESTER END EXAMINATIONS:-**

##### **6.1 Theory Courses: 60 marks each:-**

The Semester end examination in each theory subject shall be conducted for 3 hours duration at the end of the semester for 60 marks. The question paper shall be designed as per the following guidelines.

###### **Question paper contains**

- A total of Eight questions.
- Answer one Question from each Unit
- The Eight questions are to be designed taking one question from each unit (Unit Wise Either or Type) of the four units.
- In each question, one, two or more bits can be set, totaling 15 Marks with appropriate distribution of marks.

A student has to secure not less than a minimum of 40% of marks (24 marks) exclusively at the end semester examinations in each of the theory subjects in which the candidate had appeared. However, the candidate shall have to secure a minimum of 50% of marks (50 marks) in both external and internal components put together to become eligible for passing in the subject.

##### **6.2 Lab Courses (Practical / Workshop): 60 marks**

Out of 60 marks **40** marks are allocated for experiment (procedure for conducting the experiment carries 10 marks & readings, calculation and result-30) and **15** marks for viva-voce examination with **5** marks for the record.

Each Semester End Lab Examination shall be evaluated by an Internal Examiner along with an External Examiner.

A candidate shall be declared to have passed in individual lab course if he secures a minimum of 50% aggregate marks (50 marks) (Internal & Semester External Examination marks put together), subject to a minimum of 40% marks (24 marks) in the semester external examination. External Examiner is appointed by the Principal.

##### **6.3 Evaluation of Project Work:-**

Every candidate shall be required to submit thesis or dissertation after taking up a topic approved by the college/ concerned department.

- ❖ **Registration of Project work:** A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses of I, II and III Semesters)
- ❖ An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor/ Guide and one Internal senior expert shall monitor the progress of the project work.
- ❖ The work on the project shall be initiated in the penultimate semester and continued in the final semester. The candidate can submit 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.

- ❖ The student must submit 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.
- ❖ The viva-voce examination may be conducted for all the candidates as per the IV semester examination schedule.
- ❖ Three copies of the Thesis / Dissertation certified in the prescribed form by the supervisor and HOD shall be submitted to the HOD.
- ❖ The semester end examination for project work done during IV Semester shall be conducted by a Project Review Committee (PRC). The evaluation of project work shall be conducted at the end of the IV Semester.
- ❖ The PRC comprises of an External examiner appointed by the Principal, Head of the Department and Project Guide/Supervisor to adjudicate the thesis / dissertation. The PRC will evaluate the candidates work for 120 marks. The committee comprises of an External Examiner appointed by the Principal, Head of the Department and Project Guide/Supervisor. The evaluation of project work shall be conducted at the end of the IV Semester. The above committee evaluates the project work and a weightage of 50% of the marks (60 marks) awarded by external, 25% of marks (30 marks) awarded by HOD & 25% of the marks (30 marks) by Project Guide/Supervisor respectively is considered. The evaluation of 120 marks is distributed as given below:

**Table 3: Distribution of Project Work Marks**

Sl. No.	Criterion	Marks
1	Report	80
2	Presentation & Viva – Voce	40

A candidate shall be declared to have passed in project work course if he secures a minimum of 50% aggregate marks (100 marks) (Internal marks + External project marks). If the report of the viva-voce is not satisfactory (Fail) the candidate will retake the viva-voce examination after three months. If he fails to get a satisfactory report at the second viva-voce examination he will not be eligible for the award of the degree unless the candidate is permitted to revise and resubmit the thesis.

## **7.0 RE-REGISTRATION FOR IMPROVEMENT OF INTERNAL EVALUATION MARKS:-**

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

- ❖ The candidate should have completed the course work and obtained examinations results for all four semesters pending submission of Project work.
- ❖ He should have passed all the subjects for which the internal evaluation marks secured are more than 50%.
- ❖ 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 more chance for each Theory subject and for a maximum of three Theory subjects for Improvement of Internal evaluation marks.
- ❖ The candidate has to re-register for the subjects so chosen and fulfill all the academic requirements.
- ❖ For each subject, the candidate has to pay a fee equivalent to one third of the semester tuition fee and the amount is to be remitted in the form of D.D. in favour of '**The Principal, Audisankara College of Engineering & Technology' payable at Gudur** along with the requisition through the Controller of the Examinations of the college.

- ❖ 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 cancelled.

#### **8.0 SEMESTER – WISE DISTRIBUTION OF CREDITS:-**

**Table 4: Semester –wise Credits distribution**

<b>SEMESTER</b>	<b>No. of Credits per semester Theory + Lab</b>	<b>Total credits</b>
I Semester	28+04	32
II Semester	30+02	32
III Semester	28+04	32
IV Semester	16+14	30
<b>TOTAL CREDITS</b>	<b>102+24</b>	<b>126</b>

#### **9.0 AWARD OF DEGREE AND CLASS:-**

After the student has satisfied the requirements prescribed for the completion of the programme and is eligible for the award of M.B.A. Degree he shall be placed in one of the following four classes:

**Table 5: Award of Division**

<b>Class Awarded</b>	<b>% of marks to be secured</b>
First Class with Distinction	70% and above
First Class	Below 70% but not less than 60%
Second Class	Below 60% but not less than 50%

#### **10. READMISSION CRITERIA:-**

A Candidate, who is detained in a semester due to lack of attendance, has to obtain written permission from the Principal for readmission into the same semester after duly fulfilling all the required norms stipulated by the college in addition to paying the required fee.

#### **11. SUPPLEMENTARY EXAMINATIONS:-**

Apart from the regular End Examinations the institute may also schedule and conduct supplementary examinations for all subjects for the benefit of students with backlogs. Such students writing supplementary examinations as supplementary candidates may have to write more than one examination per day.

#### **12. CONDUCT AND DISCIPLINE:-**

- Students shall conduct themselves within and outside the premises of the Institute in a decent and dignified manner befitting the students of ACET.
- As per the order of the Honorable Supreme Court of India, ragging in any form is considered a criminal offence and is totally banned. Any form of ragging will be severely dealt with.
- The following acts of omission and / or commission shall constitute gross violation of the code of conduct and are liable to invoke disciplinary measures with regard to ragging.
  - Lack of courtesy and decorum; indecent behavior anywhere within or outside the college campus.
  - Damage of college property or distribution of alcoholic drinks or any kind of narcotics to fellow students / citizens.

- (d) Possession, consumption or distribution of alcoholic drinks or any kind of narcotics or hallucinogenic drugs.
- (e) Mutilation or unauthorized possession of library books.
- (f) Noisy and unruly behavior, disturbing studies of fellow students.
- (g) Hacking in computer systems (such as entering into other person's areas without prior permission, manipulation and / or damage of computer hardware and software or any other cyber crime etc.
- (h) Usage of camera /cell phones in the campus.
- (i) Plagiarism of any nature.
- (j) Any other act of gross indiscipline as decided by the college academic council from time to time.
- (k) Commensurate with the gravity of offense, the punishment may be reprimand, fine, expulsion from the institute/ hostel, debarring from examination, disallowing the use of certain facilities of the Institute, rustication for a specified period or even outright expulsion from the Institute, or even handing over the case to appropriate law enforcement authorities or the judiciary, as required by the circumstances.
- (l) For an offence committed in (i) a hostel (ii) a department or in a class room and (iii) elsewhere, the chief Warden, the concern Head of the Department and the Principal respectively, shall have the authority to reprimand or impose fine.
- (m) Cases of adoption of unfair means and/ or any malpractice in an examination shall be reported to the principal for taking appropriate corrective action.
- (n) All cases of serious offence, possibly requiring punishment other than reprimand, shall be reported to the Academic council of the college.
- (o) The Institute Level Standing Disciplinary Action Committee constituted by the academic council shall be the authority to investigate the details of the offence, and recommend disciplinary action based on the nature and extent of the offence committed.
- (p) The Principal shall deal with any problem, which is not covered under these rules and regulations.
- (q) **"Grievance and Redressal Committee" (General)** constituted by the Principal shall deal with all grievances pertaining to the academic / administrative / disciplinary matters.
- (r) All the students must abide by the code and conduct rules prescribed by the college from time to time.

### **13.0 WITH – HOLDING OF RESULTS:-**

If the candidate has not paid dues to the university/college or if any case of in-discipline is pending against him, the result of the candidate shall be withheld and he will not be allowed / promoted to the next higher semester. The issuing of degree is liable to be withheld in such cases.

### **14.0 TRANSITORY REGULATIONS:-**

Candidates who have discontinued or have been detained for want of attendance or who have failed after having undergone the course in earlier regulations and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same or equivalent subjects as and when such subjects are offered, subject to the conditions of 4.5 and 2.3 sections

### **15.0 MINIMUM INSTRUCTION DAYS:-**

The minimum instruction days for each semester shall be 90 clear instruction days excluding the days allotted for tests/examinations and preparation holidays declared if any.

**16.0 AMENDMENTS OF REGULATIONS:-**

The college may, from time to time, revise, amend or change the regulations, scheme of examinations and syllabi. However the academic regulations of any student will be same throughout the course of study in which the student has been admitted.

**17.0 GENERAL:-**

- ❖ The academic regulations should be read as a whole for the purpose of any interpretation.
- ❖ Disciplinary action for Malpractice/improper conduct in examinations is appended.
- ❖ Where the words "he", "him", "his", occur in the regulations, they include "she", "her", "hers".
- ❖ In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Head of the Institute is final.

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

	<b>Nature of Malpractices/Improper conduct</b>	<b>Punishment</b>
	<i>If the candidate</i>	
1.	(a) Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
	(b) Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Is found copying in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate will be cancelled.
3.	Comes in alcohol drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
4.	Smuggles the Answer book or a part thereof additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

5.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
6.	Possesses any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate will also be debarred and forfeit the seat.
7.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate will also be debarred and forfeit the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate will also be debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the impostor is an outsider, he will be handed over to the police and a case registered against him.
8.	Refuses to obey the orders of the Chief Superintendent/Asst.Superintendent/ any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall causing any injury to him or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case registered against

	<p>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>	them.
9.	<p>Is 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 clauses 6 to 8.</p>	<p>In case of students of the college expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.</p> <p>Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.</p>
10.	<p>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.</p>	Cancellation of the performance in that subject.
11.	<p>Is detected copying on the basis of internal evidence, such as, during valuation or during special scrutiny.</p>	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	<p>Indulging in any malpractice which is not covered in the above clauses 1 to 11 if detected shall be reported to the College Authorities for further action to award suitable punishment.</p>	Appropriate action will be taken as recommended by the College Authorities.

#### Malpractices identified by squad or special invigilators

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



**AUDISANKARA COLLEGE OF ENGINEERING & TECHNOLOGY  
(AUTONOMOUS)**  
Gudur, Nellore Dist - 524101, A.P (India)

**Course Structure for MBA Regular Programme**  
**Applicable for students admitted from Academic Year 2013-14**

**MBA I Semester**

Sl.No	Course Code	Subject	Scheme of instruction (Periods / week)			Scheme of Examination			No. of Credits
			Th	Lab	St	IM	EM	Total Marks	
1	13MB101	Principles of Management	4	-	-	40	60	100	4
2	13MB102	Business Environment	4	-	-	40	60	100	4
3	13MB103	Managerial Economics	4	-	-	40	60	100	4
4	13MB104	Corporate Communication	4	-	-	40	60	100	4
5	13MB105	Accounting for Managers	4	-	-	40	60	100	4
6	13MB106	Quantitative Techniques for Management	4	-	-	40	60	100	4
7	13MB107	Organizational Behaviour	4	-	-	40	60	100	4
8	13MB108	I.T. for Managers	-	3	-	40	60	100	2
9	13MB109	Case Study-I	-	-	6	50	-	50	2
Contact Periods / Week			28	3	6	370	480	850	32
Total Periods / Week			37			Total Credits			

**MBA II Semester**

Sl.No	Course Code	Subject	Scheme of instruction (Periods / week)			Scheme of Examination			No. of Credits
			Th	Lab	St	IM	EM	Total Marks	
1	13MB201	Human Resource Management	4	-	-	40	60	100	4
2	13MB202	Financial Management	4	-	-	40	60	100	4
3	13MB203	Marketing Management	4	-	-	40	60	100	4
4	13MB204	Production and Operations Management	4	-	-	40	60	100	4
5	13MB205	Operations Research	4	-	-	40	60	100	4
6	13MB206	Business Research Methods	4	-	-	40	60	100	4
7	13MB207	Management Information Systems	4	-	-	40	60	100	4
8	13MB208	Soft Skills	3	-	-	40	60	100	2
9	13MB209	Case Study-II	-	-	6	50	-	50	2
<b>Contact Periods / Week</b>			<b>31</b>	<b>0</b>	<b>6</b>	<b>370</b>	<b>480</b>	<b>850</b>	<b>32</b>
<b>Total Periods / Week</b>			<b>37</b>			<b>Total Credits</b>			

**MBA III Semester**

Sl.No	Course Code	Subject	Scheme of instruction (Periods / week)			Scheme of Examination			No. of Credits
			Th	Lab	St	IM	EM	Total Marks	
1	13MB301	Business Ethics and Corporate Governance	4	-	-	40	60	100	4
2	13MB302	Entrepreneurship Development	4	-	-	40	60	100	4
3	13MB303	Business Law and Regulation	4	-	-	40	60	100	4
4	13MB304 13MB305 13MB306 13MB307	<u>Elective-I</u> 1. Financial Institutions, Markets and Services 2.Consumer Behaviour 3.Industrial Relations 4.E-Business	4	-	-	40	60	100	4
5	13MB308 13MB309 13MB310 13MB311	<u>Elective-II</u> 1.Security Analysis and Portfolio Management 2.Services Marketing 3.Training and Development 4.Management of Software Projects	4	-	-	40	60	100	4
6	13MB312 13MB313 13MB314 13MB315	<u>Elective-III</u> 1.Risk and Insurance Management 2.Sales & Distribution Management 3.Human Resource Development 4.Enterprise Resource Planning	4	-	-	40	60	100	4
7	13MB316 13MB317 13MB318 13MB319	<u>Elective-IV</u> 1.Direct Taxes 2.Logistics and Supply Chain Management 3.Leadership and Team Building 4.Datawarehousing and Data Mining	4	-	-	40	60	100	4
8	13MB320	Soft Skills Lab		-	3	40	60	100	2
9	13MB321	Case Study-III	-	-	6	50	-	50	2
Contact Periods / Week			28	-	9	370	480	850	32
Total Periods / Week			37			Total Credits		32	

**MBA IV Semester**

Sl.No	Course Code	Subject	Scheme of instruction (Periods / week)			Scheme of Examination			No. of Credits
			Th	Lab	St	IM	EM	Total Marks	
1	13MB401	Strategic Management	4	-	-	40	60	100	4
2	13MB402	International Business Management	4	-	-	40	60	100	4
3	13MB403 13MB404 13MB405 13MB406	<b><u>Elective-V</u></b> 1.Financial Derivatives 2.Customer Relationship Management 3.Performance and Compensation Management 4.Data Communication and Network Security	4	-	-	40	60	100	4
4	13MB407 13MB408 13MB409 13MB410	<b><u>Elective-VI</u></b> 1.International Financial Management 2.Brand and Advertising Management 3.Global Human Resources Management 4.Corporate Information Management	4	-	-	40	60	100	4
5	13MB411	Seminar	-	-	3	50	-	50	2
6	13MB412	Case Study-IV	-	-	3	50	-	50	2
7	13MB413	Project Work	-	-	12	80	120	200	10
<b>Contact Periods / Week</b>			<b>16</b>	-	<b>18</b>	<b>340</b>	<b>360</b>	<b>700</b>	<b>30</b>
<b>Total Periods / Week</b>			<b>34</b>			<b>Total Credits</b>		<b>30</b>	

## AUDISANKARA COLLEGE OF ENGINEERING & TECHNOLOGY: GUDUR (AUTONOMOUS)

### Detailed Syllabus

**MBA I Semester**

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### **(13MB101) PRINCIPLES OF MANAGEMENT**

**Objective:** To familiarize students with the basic management concepts and theories.

#### **UNIT-I:**

**Management:** Definition, Nature and Importance, Goals, Levels of management; Managerial Roles and Functions; Administration vs. Management; Early management Thoughts – Modern approaches to management- Recent Developments; Managing people and organizations in the context of New Era- Managing for competitive advantage - the Challenges of Management.

#### **UNIT-II:**

**Planning:** Nature and Importance, Steps in planning, Types of planning, Levels of planning – The Planning Process – MBO: Process – Advantages and Disadvantages – MBO in Indian Context; Decision making – Significance - Types - Decision making process – Modern Approaches- Evaluating Decisions.

#### **UNIT-III:**

**Organizing:** Nature of organizing- Formal and Informal – Organization levels and span of management- Organizational structure and Process; Departmentation - Modern Organizational Structures – Characteristics; Line and Staff concepts - Delegation, Centralization and Decentralization of Authority; **Staffing:** Definition – Human Resource Planning - Principles, Process – Employee Turnover – Recruitment and Selection – Performance Appraisal.

#### **UNIT-IV:**

**Directing:** Meaning, Assumptions of Human Behaviour, Theory X and Theory Y; Leadership: Definition, Dimensions – Leader Vs Manager – Trait approaches to leadership – Leadership Behavior and styles – Recent approaches to leadership; Managerial Grid

**Controlling:** Nature and importance – Process – Feedback system – Requirements for effective control – Control techniques.

#### **Text Books:**

1. Koontz and O'Donnell "Principles of Management", Tata McGraw Hill
2. Prasad L M "Principles and Practices of Management", Sultan Chand & Sons, New Delhi

#### **Reference Books:**

1. Koontz, Wehrich and Aryasri "Principles of Management" Tata McGraw Hill, New Delhi, 2008.
2. Meenakshi Gupta "Principles of Management:", PHI Private Limited, New Delhi, 2009.
3. John F. Wilson **The Making of Modern Management**, Oxford University Press.
4. Daft, "The New Era of Management", Cengage Learning, New Delhi, 2009.
5. Stoner, Free man and Gilbert "Management", Pearson Education, New Delhi, 2002
6. Schermerhorn Jr.: "Wiley-India "Management", New Delhi, 2008.

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**MBA I Semester**

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<b>4</b>	<b>0</b>	<b>0</b>	<b>[4]</b>

### **(13MB102) BUSINESS ENVIRONMENT**

**Objective:** To familiarize students with the Domestic and the International Business Environment makes to understand, its implications to Business.

#### **UNIT –I:**

**Business and Economic Environment Introduction:** Concepts, Significance and Nature of Business environment; Elements of environment: Internal and External; Techniques of Environmental scanning and monitoring. **Economic environment of business:** Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies: Industrial policy, Fiscal policy –Foreign Trade Policy; Economic reforms, Liberalization and structural adjustment programmes.

#### **UNIT –II:**

**Political and Legal environment of business:** Critical elements of political environment; Government and business; changing dimensions of legal environment in India; MRTP & FEMA and licensing policy.

#### **UNIT –III:**

**Socio – Cultural and Technological environment:** Critical elements of socio – cultural environment; Consumerism in India; Technological environment in India; Social Audit, Policy on research and development; Patent laws; Technology transfer.

#### **UNIT –IV:**

**International and Recent Issues in environment:** Multinational Corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector. Public sector reforms, consortiums.

#### **Text Book:**

1. Francis Cherunilam, “**Business Environment**”, Himalaya Publications- New Delhi, 11th Edition
2. Justin Paul, “**Business Environment**”, McGrawhill, New Delhi, Second Edition

#### **Reference Books:**

1. K.V.Sivaiah & V.B.M.Das, “**Indian Industrial Economy**”, S.Chand & Company, New Delhi.
2. Suresh Bedi, “**Business Environment**”, Excel Books, New Delhi,
3. Adhikary.M. “**Economic Environment of Business**”, Sultan Chand & Sons, New Delhi.
4. Chakravarthi, S. “**Development Planning**”, Oxford University Press, Delhi.
5. Ghosh, Biswanth, “**Economic Environment of Business**”, Vikas Publication, New Delhi.
6. Ramaswamy.V.S. and Nama Kumari. S. “**Strategic Planning for Corporate Success**”, Macmillon, New Delhi.

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### **(13MB103) MANAGERIAL ECONOMICS**

**Objectives:** Objective of this course is to understand the relevance of economics in business management, to enable the students to understand economic concepts and theories and their application in management decision-making.

#### **UNIT-I:**

**Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist - Fundamental economic concepts: Opportunity cost, Discounting principle, Time perspective, Incremental concept, Marginal Utility and Equi-marginal Utility, Risk and Uncertainty.

#### **UNIT-II:**

**Objectives of the Firm:** Profit Maximization, Sales Maximization and other objectives- Structure of the Firm- Demand Analysis: Demand Function, Law of Demand and its exceptions, Elasticity of demand: Types and significance of Elasticity of Demand – Measurement of Price Elasticity of Demand, Factors affecting Elasticity of Demand, Demand forecasting: Forecasting methods, Demand forecasting for New Products, Supply Analysis – supply function, the Law of Supply, Elasticity of Supply.

#### **UNIT-III:**

**Production Analysis:** Production function, Cobb-Douglas Production Function, Iso-Quants, Iso-Costs and Least cost Combination of inputs, MRTS, Laws of Production and Economies of scale. **Cost Analysis:** Cost concepts, short run and long run cost-output relationship; Cost control and its Techniques.

#### **UNIT-IV:**

**Market Structure and Pricing:** Features and types of different competitive situation. Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing methods and Strategies. Profit Management: Nature, scope, Theories of profit including modern theory - Measurement policies, Cost – Volume- Profit Analysis.

#### **Text Books:**

1. R.L.Varshney and K.L.Maheshwari **“Managerial Economics”**, Sultan Chand & Sons.  
17<sup>th</sup> Edition, G S Gupta, **“Managerial Economics”**, Tata McGraw Hill.

#### **Reference Books:**

1. Joel Dean **“Managerial Economics”**, PHI.
2. Henry and Haynes, **“Managerial Economics”**: Analysis and Cases, Business Publications
3. Thomson Keat, **“Managerial Economics”**, 4<sup>th</sup> Edition, 2007,
4. H. Craig Petersen, W.C. Lewis, S K Jain, **“Managerial Economics”**, Pearson, 2006
5. Mark Hirschey **“Managerial Economics”** — Cengage Learning. 2<sup>nd</sup> Edition

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**MBA I Semester**

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### **(13MB104) CORPORATE COMMUNICATION**

**Objectives:** The objective of this Course is to understand the importance of soft skills, and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

#### **UNIT -I:**

**Concept of Communication:** Significance – Scope and Functions of Business Communication – Process and Dimensions of Communication – Essentials of Good Communication – Channels of Communication – Formal , Informal Communication – Upward, Downward , Horizontal Communication – Grapevine Phenomenon. Barriers to Communication.

#### **UNIT -II:**

**Business Correspondence:** Principles of Effective Writing; Letter Writing: CVs and Applications; Memoranda; Business Claims and Responses; Business Proposals; Meetings, Agenda and Minutes. Report Writing: Process, Structure and Layout: Types and Formats of Reports.

#### **UNIT -III:**

**Presentation Skills:** Planning, Structure and Delivery: Strategies for Successful Speaking and Listening.

**Non-Verbal Communication:** Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language

#### **UNIT -IV:**

**Telephone and E-mail Etiquette:** Basis of Telephone and E-mail Etiquette, Cross- Cultural Issues which Affect Communication across Different Cultures.

**Interview:** formal – informal – interview techniques – Communication etiquettes.

#### **Reference Books:**

1. Lesikar &Flatley, Basic Business Communication--Tata Mc Graw Hill Publishing company Ltd.
2. Urmila Rai & S.M.Raj, Business Communication- -Himalaya Publications
3. Kitty O Locker, Stephen Kyo, "Business Communication" --Tata Mc Graw Hill Publishing Company Ltd.
4. Meenakshi Raman, Business Communication- Oxford University Press.
5. Raymond V.Lesikar, Neeraja Pandit , Business Communication--TMH
6. Dr. T.M. Farhatulla, English for Business communication- - Prism Books Pvt Ltd.

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**MBA I Semester**

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**(13MB105) ACCOUNTING FOR MANAGERS**

**Objective:** The objective of this course is to acquaint the students regarding various Accounting concepts in financial dealings and their applications in managerial decision making.

**UNIT -I:**

**Financial Accounting** – Concept, Importance and Scope, Accounting Principles, Journal, Ledger, Trial Balance, Preparation of Final accounts with adjustments, Depreciation (Straight line and Diminishing Balance methods only).

**UNIT -II:**

**Analysis and Interpretation of Financial Statements**- Meaning, importance and techniques , Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis.

**UNIT -III:**

**Cost Accounting** – Meaning, importance, methods, techniques - classification of cost and preparation of cost sheets and tenders. Inventory valuation - FIFO, LIFO , Simple and Weighted Average methods(Simple problems).

**UNIT -IV:**

**Management Accounting** – Concept, need , importance and Scope, Budgetary control – meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (material and labour only) Marginal costing and its application in Managerial decision making.

**Text Books:**

1. Dr.S.N.Maheshwari and Dr.S.K. Maheshwari, "Financial Accounting", Vikas Publishing House Pvt.Ltd,
2. Khan, M.Y and Jain. P.K . "Management Accounting" ,TMH, New Delhi.

**Reference Books:**

1. Ambrish Gupta "Financial Accounting for Management" Pearson Education.
2. Vijaya Kumar "Accounting for Management", TMH, 2009.
3. Singhal, A.K and Ghosh Ray, H.J. "Accounting for Managers", JB Publishers and Distributors, New Delhi.
4. R.K.Sharma & Shashi K.Gupta "Management Accounting" Kalyani Publishers.
5. Jain S.P. and Narang K.L. "Advanced cost Accounting", Kalyani Publishers, Ludhiana.
6. Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant "Accounting "- Text and cases , TMH

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### **(13MB106) QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

**Objective:** The objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skills of the students relevant for statistical analysis.

- Standard Statistical tables and Calculators to be allowed in the examinations.

#### **UNIT -I:**

**Quantitative methods : Meaning and definition of Statistics** – Nature, Scope, Significance of statistics and mathematics – Sources of Data – Types of data – Methods of data collection – Classification and Tabulation of data – Types of Classification and Tables – Rules of classification and tabulation. Frequency Distribution – Importance and different types of graphs and diagrams – Sampling techniques and sources.

#### **UNIT - II:**

**Statistical Tools:- Measures of Central Tendency:** Arithmetic Mean – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation – Application of measures of central tendency and Dispersion for Business decision making.

#### **UNIT -III:**

**Correlation and Regression Analysis: Correlation-** Introduction -Types and Methods- Probable error. **Regression-** Regression Lines, Methods of Regression, Correlation Vs Regression, Correlation Vs Determination- Computation of Correlation through Regression.

#### **UNIT - IV:**

**Time Series & Index Numbers:** Time series, utility of Time series, components of Time series. Measurement of Trend - Graphic method , Semi Averages method, Moving Averages and Method of Least Squares - Index Numbers- construction of Index Numbers, simple and weighted index numbers, Laspeyre's Index, Paasche's Index, Fisher's Ideal Index, Cost of Living Index, Time Reversal and Factor Reversal tests.

#### **Text Books:**

1. S C Gupta "An Introduction to Statistical Methods" Vikas Publishing House Hyd.
2. S.P. Gupta , "Statistical Methods" S.Chand & Co.

#### **Reference Books:**

1. S C Gupta , "Fundamentals of Statistics", Himalaya publications,6<sup>th</sup> edition.
2. Gupta S.C & Indra Gupta "Business Statistics", Himalaya Publishing House, Mumbai.
3. M.P.Gupta "Quantitative Techniques for Decision Making" PHI, 2009.
4. Sancheti & Kapoor "Statistical Methods" Sultan chand & Son's.
5. Richard I Levin, David S.Rubin "Statistics for Management" Pearson, 2008
6. Amir D. Aezel, Jayavel "Complete Business Statistics", TMH, 2008

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**MBA I Semester**

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

### **(13MB107) ORGANIZATIONAL BEHAVIOUR**

**Objective:** Objective of the course is to give the students with the conceptual framework and the theories underlying Organizational Behavior.

#### **UNIT –I:**

**Foundations of Human Relations and Organizational Behavior.** Early approaches in Management. Definitions, nature and scope of Human Relations and Organizational Behavior and its significance. Contributions of other Disciplines.

#### **UNIT –II:**

**Learning:** Understanding behavior as Input-Output systems of the Traditional and Behavioral perspectives, Learning theories. Reinforcement and Behavioral steps into Organizational Behavior model, process.

**Perceptual Management and Personality:** Meaning and significance of Perception and influencing factors. The Gestalt perceptual organization and social perception. Impression management, linkage between Perception and Individual decision making- Meaning of personality. Personality Traits and Determinants. Personality development and socialization.

#### **UNIT –III:**

**Groups:** Nature of Groups. Dynamics of Group formation, Types of groups. Implications of Group Dynamics on organizational Behavior and Management. Stages of Group Development. Group structure, Dynamics of informal groups and their significance. Definition of Work Teams, Team effectiveness.

**Power, Authority, Influence and Leadership:** Definition and meaning of power, Distinction between Power, Authority and Influence bases of power, the process of power. Definition of Leadership. Traits of Effective Leaders, Leadership Skills, Leadership theories, Leadership styles and Determinants.

#### **UNIT –IV:**

**Organizational Development:** Organizational Development and its Techniques, Team interventions, pre-requisites and steps.

**Meaning of Conflict,** Classification of conflict, process, negotiation and its process, Collective Bargaining and its process, Approaches to Conflict Management, Bases of collaboration, Interventions for Collaborations.

#### **Text Books:**

1. Robbins.P. Stephen, “Organizational Behaviour”, Pearson education, 2006.
2. Aswathappa. K., “Organizational Behavior” - Text and Cases games, Himalaya Publishing Company, 2005

#### **Reference Books:**

1. Luthans Fred, “Organizational Behaviour”, Tata Mc Graw Hill International Edition, 1998
2. Pareek Uday, “Understanding Organizational Behaviour”, Oxford University Press.2007
3. Jerald Greenberg and Robert.A. Baron, “Organizational Behaviour”, PHI , 2009
4. Jit.S. Chandhan, “Organizational Behaviour”, Vikas Publishing House, 2006

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### **(13MB108) I.T. FOR MANAGERS**

**Objectives:-** The IT Workshop for Management Students, is a training lab course spread over 40 hours. The modules include training on PC Hardware, Internet & World Wide Web and Productivity tools including Word processor, Spread sheet, Presentation, Relational Database and Computerized Accounting Tally Lab.

#### **PC Hardware:-**

**Exercise 1:** Identify the peripherals of a computer, components in a CPU and its functions. Draw the block diagram of the CPU along with the configuration of each peripheral and submit to your instructor.

**Exercise 2:** Every student should individually install MS windows on the personal computer. Lab instructor should verify the installation and follow it up with a Viva.

#### **Internet & World Wide Web:-**

**Exercise 3:** Students should get connected to the Local Area Network and access the Internet. Students should demonstrate to the instructor, how to access the websites and email.

**Exercise 4:** Students should know what search engines are and how to use the search engines. A few topics would be given to the students for which they need to search on Google. This should be demonstrated to the instructors by the student.

#### **Word processor:-**

**Exercise 5:** The mentor needs to give an overview of Microsoft word 2007: Accessing, overview of toolbars, saving files, Using help and resources, rulers, format painter in word. Give a task covering to create project certificate. Features to be covered:-Formatting Fonts in word, Drop Cap in word, Applying Text effects, Using Character Spacing, Borders and Colors, Inserting Header and Footer, Inserting table, using Drawing toolbar in word.

**Exercise 6:** Mail merge concept. Create data base/ table of addresses to merge the Document for mailing purpose

**Exercise 7:** Exercises on tables

#### **Spread sheet:-**

**Exercise 8:** The mentor needs to tell the importance of MS office 2007 Excel as a Spreadsheet tool covering Accessing, overview of toolbars, saving excel files, Using help and resources., Also give a task that is covering the features like Gridlines, Format Cells, Summation, Auto fill, Formatting Text.

**Exercise 9:** Example on usage of different functions.

**Exercise 10:** Examples to create different types of charts (Pie, bar, line etc.)

#### **Presentation:-**

**Exercise 11:** Students will be working on MS power point that helps them create basic power point presentation. Topics covered during this Exercise include :- PPT Orientation, Slide Layouts, Inserting Text, Word Art, Formatting Text, Bullets and Numbering, Auto Shapes, Lines and Arrows in Power point. Students shall be given a model power point presentation which needs to be replicated (exactly how it's asked).

**Relational database:-****Exercise 12:** Introduction to data bases (Examples using MS Access)**References:**

1. Comdex Information Technology course tool kit Vikas Gupta, WILEY Dream tech
2. The Complete Computer upgrade and repair book,3rd edition Cheryl A Schmidt, WILEY Dreamtech
3. Introduction to Information Technology, ITL Education Solutions limited, Pearson Education.
4. PC Hardware and A+Handbook – Kate J. Chase PHI (Microsoft)
5. LaTeX Companion – Leslie Lamport, PHI/Pearson.
6. IT Essentials PC Hardware and Software Companion Guide Third Edition by David Anfinson and Ken Quamme. – CISCO Press, Pearson Education.
7. IT Essentials PC Hardware and Software Labs and Study Guide Third Edition by Patrick Regan – CISCO Press, Pearson Education.
8. Troubleshooting,Maintaining and Repairing PCs,S.J.Bigelow,5<sup>th</sup> edition,TMH.

**COMPUTERIZED ACCOUNTING TALLY LAB**

**Objectives:** To make the student to implement the common accounts problems with the software called Tally.

**EXPERIMENTS LIST:**

1. Creation of company, Accounts Configuration, Classification of Accounts using Tally.
2. Accounts Masters, Accounts Voucher - Voucher Entry, conversion, Interest Calculation, Printing of voucher using Tally.
3. Create a Contra Voucher, Payment and Receipt Voucher using Tally.
4. Create Sales and Purchase Voucher, Credit notes and Debit notes using Tally.
5. Create Trading Account, Profit / Loss Account, Balance Sheet using Tally.

**Text books:**

1. Dinesh Maidasani , Accounting with Tally 9.0, ,Laxmi publications.
2. Namrata Agrawal , Financial Accounting on Computers Using Tally.

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**MBA I Semester**

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<b>0</b>	<b>6</b>	<b>0</b>	<b>[2]</b>

**(13MB109) CASE STUDY-I**

**Objective:** Objectives of the course are to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

**Internal evaluation (50 marks):** Case studies are conducted in atleast 5 subjects out of total 7 subjects. At least two cases per subject shall be considered for internal evaluation. Such case study analyses by student shall be produced as a record. Case studies for each subject are allotted 10 marks awarded by the concerned subject faculty and Head of the Department. The Head of the Department shall consolidate the marks of all such case studies and finalize the internal evaluation marks for 50.

**Reference Books:**

1. ICMR – ICFAI Case Management Research
2. “Case study in each subject” – Srinivasan
3. “Business India” – Magazine contains case study analysis.

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**MBA II Semester**

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<b>4</b>	<b>0</b>	<b>0</b>	<b>[4]</b>

### **(13MB201) HUMAN RESOURCE MANAGEMENT**

**Objective:** The objective of the course is to provide basic knowledge of functional area of Human Resource Management. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

**UNIT -I:**

**Introduction to HRM-** Objectives of HRM, HRM functions, Challenges of HRM- Job analysis and job design- Uses of Job Analysis, Job Description and Specifications, Ergonomics , HR planning . Process of HRP, Recruitment – Sources, Techniques, Selection - Procedure, Placement & Induction

**UNIT- II:**

**Training & Development:** HR Development – Concept of HRD, Scope, Need , Objectives, Functions of HRD Managers, Employee Training - Introduction to Training , Training Process, Training Methods, Management Development – Individual, Group, Organizational Techniques, Evaluation of T&D, Career Planning & Development

**UNIT -III :**

**Performance appraisal & Compensation:** Performance Appraisal: Meaning, Need, Purpose and Objectives , Appraisal Process, Methods of Performance Appraisal, Appraisal Interview and Feedback Interview , Compensation: Objectives, Influences on Compensation, Compensation & on System – Simple Ranking, Job Grading, Point System and factor comparison System.

**UNIT -IV:**

**Integration:** Quality of Work life, Industrial Relations, Trade unions- Functions and Role of Trade Unions, Objectives of important Indian Trade Unions, Union Structure, Problems of Trade Unions, Industrial Conflicts, Collective Bargaining, Grievance Handling, Quality Circles.

**Text Books:**

1. Biswajeet Pattanayak, “Human Resources Management” – PHI, 3<sup>rd</sup> Edition
2. K. Ashwathappa, “Human Resources & Personnel Management” - Tata Mc Graw Hill & CO. 3<sup>rd</sup> edition.

**Reference Books:**

1. P.Subbarao , “Personnel and Human Resource Management” - Himalaya Publication
2. P.Subba Rao, “Essentials of HRM & Industrial Relations” –Himalaya
3. Dr. Tripathi P.C , “Personnel Management & Industrial Relations” - Sultan Chand & Sons, 19<sup>th</sup> edition,2008.
4. Gary Dessler, “Human Resource Management” - Pearson, 9<sup>th</sup> edition. 2003
5. Edwin Flippo, “ Principles of Personnel Management” - Prentice Hall inc,1<sup>st</sup> edition, 1984.
6. Mamoria & Gankar S.V, “ Personnel Management & Industrial Relations” - Himalaya Publishing House ,29<sup>th</sup> edition, , 2009.

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<b>4</b>	<b>0</b>	<b>0</b>	<b>[4]</b>

**(13MB202) FINANCIAL MANAGEMENT**

**Objective:** The objective of this course is to acquaint the students with Financial Management Tools and Techniques in Financial decision making.

**UNIT –I:**

**Financial Management:** Scope, Finance function and its Organization, Objectives of Financial Management; Time value of money, sources of long term finance.

**UNIT –II:**

**Capital Budgeting:** Meaning , Features, Importance, Difficulties in determining cash flows, methods of capital budgeting; Risk analysis in capital budgeting- Different methods- Cost of Capital of different sources of capital; weighted average cost of capital and marginal cost of capital.

**UNIT –III:**

**Capital Structure and Leverage:** Capital Structure -meaning, features, factors, approaches. Operating leverage, financial leverage and Combined leverage. Capital Structure Theories – NI, NOI, Traditional and M-M Theories; Dividend Policy- determinants of dividend Policy– Dividend Theories- M-M Theory, Walter Theory, Gordon Theory and Linter's Theory.

**UNIT –IV:**

**Working Capital Management:** Meaning, need, determinants; estimation of working capital requirements; Management of cash, Inventories & Receivables (Theory and Problems). An overview of Corporate Restructure- Corporate Mergers and Acquisitions and Takeovers – types of Mergers, motives for mergers.

**Text Books:**

1. Dr.S.N.Maheshwari, “Management Accounting and Financial Control” – Sultan Chand & Sons.
2. Sudhindra Bhat, “Financial Management –Principles and Practice –Excel Books, 2nd edition.

**Reference Books:**

1. Dr. Prasanna Chandra, “Financial Management” –TMH , New Delhi.
2. I Vikas – “Financial Management” - Publishing House, New Delhi.
3. Khan M.Y and Jain P.K, “Financial Management” - Tata Mcgraw Hill, New Delhi
4. Van Horn, James c., “Financial Management and Policy” - Prentice Hall of India.
5. Khan, M.Y and Jain, P.K- “Management Accounting” - TMH, New Delhi.
6. Kishore, R., “Financial Management “- Temans Publishing House, New Delhi.

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**MBA II Semester**

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<b>4</b>	<b>0</b>	<b>0</b>	<b>[4]</b>

### **(13MB203) MARKETING MANAGEMENT**

**Objective:** The objective of the course is to have the basic concepts of marketing which is one of the important areas of functional management. This is a pre-requisite for taking up any elective paper in 3<sup>rd</sup> and 4<sup>th</sup> semester in the stream of Marketing.

#### **UNIT -I:**

**Introduction to Marketing:** Definition of Marketing - Core Concepts of Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing - Marketing Concepts / Orientations: Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Market Concept-Indian Marketing Environment.

#### **UNIT -II:**

**Market Segmentation and Targeting:** Identification of Market Segment- Segmenting Consumer Markets - Selecting Target Markets- Segmentation and Targeting as a Basis for Strategy Formulation- Developing and Communicating a Positioning Strategy.

#### **UNIT -III:**

**Product Management and New Product Development:** Marketing Mix – Constituents of a Product - Product Mix and Product Line – Classification of New Products -New Product Development - Product Life Cycle & PLC as a tool for Marketing strategy - Packaging - Branding.

#### **UNIT -IV:**

**Pricing, Promotion and Distribution Management:** Objectives of Pricing-Pricing Methods-Marketing Communication Process- Integrated Marketing Communication- Media Selection – Sales Promotion techniques- - Distribution Channels-Marketing Control Techniques- Dynamics of Channel Management- VMS,HMS-Direct Marketing

#### **Text Books:**

1. Phillip Kotler, **“Marketing Management”** - Pearson, 14<sup>th</sup> edition 2013
2. V.S. Ramaswamy and S. Namakumari, **“Marketing Management”** - McMillan,3<sup>rd</sup> edition, 2003.

#### **Reference Books:**

1. Rajan Saxena – **“Marketing Management”** - TMH, 2008.
2. The Core, Kerin, Hartley and Rudelius, - **“Marketing”** –McGraw Hill, Irwin, 2007.
3. Srinivasan, **“Case Studies in Marketing”- The Indian Context”** - PHI, 2009
4. Lamb, Hair and McDaniel, **“Marketing”** - Thomson Publishers,7<sup>th</sup> edition, 2006.
5. Etzel, Walker, Stanton, Pandit , **“Marketing” – concepts and Cases**, TMH, 2008
6. Adrian Palmer, **“Introduction to Marketing theory and practice”** - Oxford University Press

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### **(13MB204) PRODUCTION AND OPERATIONS MANAGEMENT**

**Objective:** The Objective of the course is to enable students to understand the production Planning and Controlling aspects of a typical production and operations organization. To understand the concepts of work study and Quality management.

**UNIT -I:**

**Introduction to POM:** - Over view of Production & Operations Management, Functions , Historical development of POM, POM scenario today. **Product and Process Design:** Product & Process Development, Manufacturing Process Technology, CAD/ CAM.

**UNIT - II:**

**Facilities Management:** Location of Facilities, Layout of Facilities, Classification of Layout and Flexible Manufacturing. **Aggregate Planning:** Preparation of aggregate demand Forecast, Determination of optimal production strategy.

**UNIT -III:**

**Scheduling:** Scheduling In Job, Shop Type Production, Assignment and Sequencing, Scheduling In Mass, Continuous and Project Type Production. **Work Study:** Method study, Work measurement, Job Design, Industrial Engineering Techniques

**UNIT -IV:**

**Productivity and Quality management:** - Productivity Cycle, Productivity Engineering and Management, Total productivity model. **Quality management-** Economics of Quality Assurance, Inspection and Quality Control, Acceptance Sampling, Total Quality Management – ISO 9000 series standards, Six Sigma.

**Text Books:**

1. R.Panneerselvam, “**Production and Operations Management**” - PHI Learning private Ltd
2. Aswathappa.K - “**Production and Operation Management**”- Himalaya publishing house, Mumbai

**Reference Books:**

1. Upendra-Kachru, “**Production and operations management**” –Excel books,New Delhi
2. S N Chary, “**Production and Operations Management**” - Tata McGraw Hill, New delhi,2008
3. Chase, Aquilano, Jacobs – “**Operations management for competitive advantage**” - Tata McGraw Hill
4. Elwood S.Buffa and Rakesh k.Sarin, “**Modern production/operations management**”- Wiley India
5. Mahadevan, “**Operations Management**” - Pearson, New Delhi.

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### (13MB205) OPERATIONS RESEARCH

**Objective:** The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

#### **UNIT - I:**

**Concept of Operations Research:** Meaning and Models in OR- utilization of OR models for managerial decision making. Linear programming problems, graphical and simplex methods.

#### **UNIT - II:**

**Transportation & Assignment problem:** Definition and application of transportation problem solution of the transportation problem, the assignment model, travelling salesman problem.

#### **UNIT - III:**

**CPM & PERT and Sequencing:** Network analysis – CPM – Network diagram construction, identification of critical path, PERT- calculations of estimated time, standard deviation and probability. Sequencing - sequencing of 'n' number of jobs on two, three machines, two jobs on 'n' machines.

#### **UNIT - IV:**

**Game Theory :** Introduction , two person zero sum game, pure strategy, game with saddle point - mixed strategies , Rules of Dominance solution methods of games without saddle point- Algebraic, Arithmetic Methods for  $m \times n$  games & Goal programming Concepts- Single Goal Models and Multiple Goal Models – Multiple Goal Models with priorities and weights –Formulation and methodology of Goal Programming Models (Simple Problems).

#### **Text Books:**

1. SD.Sharma , “Operations Research” - S.Chand
2. J. K. Sharma “Operations Research” - Theory and Applications - Macmillan India, 2007

#### **Reference Books:**

1. Premkumar Gupta, Hira, “Operations Research”, - S.Chand, 2008
2. Hamdy, A.Taha, “Operations Research” - An Introduction, - Person Education.
3. Kanthi Swarrop , “Operations Research” - S.Chand.
4. Barry Render, Ralph M. Stair, Jr. Michael E.Hanna, “Quantitative Analysis for Management”-PHIPvt.Ltd NewDelhi, 9<sup>th</sup> edition , 2007.
5. N.D.Vohra ,“Quantitative Techniques in Management” - TMH, New Delhi, 2007
6. Winston, “Operations Research”, -Cengage, 2008

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### (13MB206) BUSINESS RESEARCH METHODS

**Objective:** The Objective of the course is to have a general understanding of statistics as applicable to business and its use in areas of Business Research. The Course addresses the Methods of Research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making. It allows the students to grasp and comprehend the methods and techniques used in Research and provide the knowledge and skill to undertake Research.

#### **UNIT –I:**

**Introduction: Business Research:** Definition-Types of Business Research. Scientific Investigation: The Building Blocks of Science in Research. **The Language of Research:** Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Role of Business Research in Managerial Decisions.

#### **UNIT –II:**

**The Research Process:** Problem Identification: Broad Problem area-Preliminary Data gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework- Components of Theoretical Framework - Hypothesis Development. **The Research Design:** Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity-

#### **UNIT –III:**

**Collection of Data** Sources of Data-Primary Sources and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to Face and Telephonic Interviews. **Observational Surveys:** Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.

#### **UNIT -IV:**

**Data Analysis:** An overview of Descriptive, Associational and Inferential Statistical Measures- Hypothesis testing: T-test, F-test, Chi-square test(Theory and Problems). **The Research Report:** Guidelines for Preparing a Good Research Report- Oral Presentation- Deciding on the Content- Visual Aids- Handling Questions

#### **Text Books:**

1. C.R.Kothari, Vishwaprakashan – “Research Methodology” – Methods, Techniques, New Delhi.
2. Uma Sekharan – “Research Methods for Business”, A Skill Building Approach - John Wiley & Sons (Asia) Pvt.Ltd, Singapore, 2003.

#### **Reference Books:**

1. Donald R Cooper and Pamela S Schindler “Research Methods” - Tata McGraww Hill Publishing Company Limited, New Delhi,9<sup>th</sup> edition, 2009

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### **(13MB207) MANAGEMENT INFORMATION SYSTEMS**

**Objective:** The objective of the course is to provide the basic concepts of Information Systems and its development process, implementation and a study on real time application process.

#### **UNIT- I:**

**Introduction** - Definition, Characteristics, Subsystems of MIS (Activity and Functional subsystems), Structure of MIS; Reasons for failure of MIS.

**Decision Support System (DSS)** - Definition, Relationship with MIS, Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS, GDSS.

#### **UNIT -II:**

**Developing MIS Systems** - System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance. Pitfalls in MIS Development.

#### **UNIT -III:**

**E-commerce / E-business** - Overview, Definitions, Advantages and Disadvantages of E-commerce Business models of E-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance), models based on revenue models, Risks of E-commerce and security measures.

#### **UNIT -IV:**

**Real Time Application in Business** - Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; Electronic Fund Transfer (EFT).

#### **Text Books:**

1. Waman S Jawadekar, “Management Information Systems” - TMH.
2. Murthy CSV, “Management Information Systems” ,Himalaya

#### **Reference Books:**

1. James A O'Brien,George M Marakas, Ramesh Bhel “Management Information Systems”- TMH.
2. Loudon and Loudon “ Management Information System” Prentice Hall/Pearson Education
3. Joseph, P.T “E-commerce - An Indian Perspective”, PHI
4. Westland & Clark “Global Electronic Commerce”, Universities Press
5. P. Mohan “Management Information Systems” (Himalaya)

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### **(13MB208) SOFT SKILLS**

**Objective(s):** The objective of this Course is to understand the importance of soft skills, and to develop the students' competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English the course aims to train them in communicating efficiently in the workplace and professional contexts.

#### **UNIT – I:**

**Verbal And Non-Verbal Communication Skills:** Introduction; Listening to Customers, Team Members and Managers; Listening to Electronic Media; Communication with Customers, Team Members and Managers, Referencing for Verbal Communication.

#### **UNIT – II:**

**A) Interpersonal Skills:** Definition; Understanding, Analysis and Response to the Needs, Requirements and Capabilities of People at Different Levels.

**B) Goal Setting Skills:** Introduction; Relevance of SWOT Analysis on Goal Setting; Setting Career Goal; Action Plan and Measures to Achieve Career Goal; Corporate Role Models; Three to Five Years Career Roadmap; Competitive Work Environment and Realization of Goals; Anticipating Challenges and Utilizing Opportunities.

#### **UNIT –III:**

**A) Time Management Skills:** Planning, Scheduling, Prioritizing; Multitasking.

**B) Corporate Etiquette:** Customer Interaction Etiquette: Meeting Etiquette; Telephone Etiquette; Presentation Etiquette.

**C) Selling skills:** Prospecting, Presenting, Negotiating, Objection Handling and Closing.

#### **UNIT –IV:**

**Presentation Skills & Body Language:** Presentation Skills –Stages Involved in an Effective Presentation, Selection of Topic, Content, Aids, Engaging the Audience, Time Management, Feedback, Mock Presentations

#### **Reference Books:**

1. Adler, Communicating at work –principles and practices for Business and professions, Tata Mc Graw Hill Company, 9 th Edition
2. Biswajit Das & Ipseeti satpathy, Business Communication and Personality Development, The Encel Publications, 1<sup>st</sup> Edition.
3. Hynes, Managerial Communication-Strategies And Applications, The Mc Graw Hill Company,4<sup>th</sup> Edition.
4. Murphy, Effective Business Communication ,The Mc Graw Hill Company.
5. Aruna Koneru, Professional Communication, The McGraw Hill Company

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<b>0</b>	<b>6</b>	<b>0</b>	<b>[2]</b>

**(13MB209) CASE STUDY-II**

**Objective:** Objectives of the course are to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

**Internal evaluation (50 marks):** Case studies are conducted in atleast 5 subjects out of total 7 subjects. At least two cases per subject shall be considered for internal evaluation. Such case study analyses by student shall be produced as a record. Case studies for each subject are allotted 10 marks awarded by the concerned subject faculty and Head of the Department. The Head of the Department shall consolidate the marks of all such case studies and finalize the internal evaluation marks for 50.

**Reference Books:**

1. ICMR – ICFAI Case Management Research
2. “Case study in each subject” – Srinivasan
3. “Business India” – Magazine contains case study analysis.

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### **(13MB301) BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Objective:** The objective of the course is to make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the Corporate.

#### **UNIT -I:**

**Introduction to Business Ethics:** Ethical theories and Approaches, Importance of Ethics in Business, Modern Decision Making, Models for Decision Making.

#### **UNIT -II:**

**Ethical Issues in HRM & Marketing:** Ethics in Selection, Training &Development, Ethics at workplace and performance appraisal. Advertising Ethics, Ethics in Business Competition

#### **UNIT -III:**

**Ethical Issues in Finance & IT:** Insider trading, ethical investment, combating Frauds, Information Security and Threats, Intellectual Property Rights, Cyber crime – Right to information Act.

#### **UNIT IV:**

**Corporate Governance:** Purpose – theories and practice of corporate governance, Indian model of governance- good corporate governance-land marks in emergence of governance, various committee reports on corporate governance. Corporate Social Responsibility- Stakeholders, Environment, Social Development.

#### **Text Books:**

1. C.S.V. Murthy “Business Ethics” - Himalaya,
2. Fernando, “Business Ethics” - An Indian perspective, Pearson Education, 2009

#### **Reference Books:**

1. Bob tricker, “Corporate Governance” - Oxford, 2009.
2. Balachandran chandrasekharan, “ Corporate Governance and social responsibility” - PHI
3. Weiss , “Business Ethics” - concepts and cases - cengage 2009.
4. Satish Modh, “Ethical Management” - McMillan,
5. Laura p Hartman, “Perspectives in Business Ethics”, Tata McGraw Hill, 2<sup>nd</sup> edition.
6. Jayashree sadri, Dastoor, Jaico, “The Theory and practice of Managerial Ethics” ,2008.

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**MBA III Semester**

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### **(13MB302) ENTREPRENEURSHIP DEVELOPMENT**

**Objective:** The objective of the course is to make students understand the nature of entrepreneurship, and its importance to business.

#### **UNIT -I:**

**Entrepreneurship:** Concept of Entrepreneurship-characteristics-types of Entrepreneurs-theories of entrepreneurship- importance of Entrepreneurship, distinction between an Entrepreneur and a Manager, role of entrepreneurship in economic development-Evaluation of Entrepreneurship-successful entrepreneurs.

#### **UNIT -II:**

**Forms of Entrepreneurship and Aspects of Promotion:** Small Business and Importance in Indian Economy, Types of Ownership, Sole Trading, Partnership, Important features of various types of business, Corporate Entrepreneurship, Intrapreneurship – Role of Government in the promotion of Entrepreneur, State Enterprises in India. Idea generation- Opportunities, SWOT Analysis – Patents and Trade marks, Intellectual property rights.

#### **UNIT -III:**

**Women and Rural Entrepreneurship:** Concept of Women Entrepreneurship- Functions- Growth of Women Entrepreneurship – Problems of Women Entrepreneurship- Women ED Programs - development of Women Entrepreneurship In India - Recent trends. Need of Rural Entrepreneur in industrialization- problems of Rural Entrepreneur- developing of Rural Entrepreneurship- NGO's and Rural Entrepreneur. MSME: Characteristics, Role, Problems, Government Policies to support Rural Enterprises. Need, objectives and phases of EDPs.

#### **UNIT - IV:**

**Finance to Enterprise:** Need for finance planning- Sources of Finance. Capital structure- Venture Capital- seed money- Institutional Finance to Entrepreneur- Institutional support to MSME. Role of MSME in Economic Development.

#### **Text Books:**

1. Vasanth Desai “The Dynamics of Entrepreneurial Development and Management” Himalaya,2009.
2. Bholanath Dutta, “Entrepreneurship Management” – Text and Cases, Excel Books, 2009

#### **Reference Books:**

1. S.S. Khanka, “Entrepreneurial Development”, S. Chand and Company Limited New Delhi, 2009.
2. H. Nandan , “Fundamentals of Entrepreneurship” PHI, First/e, New Delhi, 2009.
3. Robert D Hisrich, Michael P Peters, Dean A Shepherd, “Entrepreneurship”, TMH,6<sup>th</sup> edition,2009.
4. Holt, “Entrepreneurship” – New venture Creation, PHI, 2009.
5. Roy, “Entrepreneurship” , Oxford 2009.

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### **(13MB303) BUSINESS LAW AND REGULATION**

**Objective:** The objective of the course is to enable students understand the legal framework of business.

**UNIT- I:**

**Law of Contract -1872:** Nature of contract and essential elements of valid contract, Offer and acceptance, Consideration, Capacity to contract and free consent, legality of object – Breach of contract and discharge of contract.

**UNIT- II:**

**Sale of Goods Act 1930 & Consumer Protection Act 1986:** General Principles, Conditions and Warranties Performance of Contract of sale, Consumer Protection Act 1986.

**UNIT -III:**

**Companies Act -1956:** Kinds of companies, Formulation of companies, Incorporation, Company Documents, Company Management, Directors, Company Meetings, Resolutions, Auditors, and Modes of Winding- up of a company.

**UNIT- IV:**

**Income Tax Act -1961 & Central Excise Act 1944:** Terminology of Residential Status, Incidence of Tax, Heads of income, Computation of Total Taxable Income and Tax, Tax Schedules, Tax Deducted at Source. Central Excise Act 1944: Basic Concepts related to excisable goods, Classification of goods and Basic Concepts of VAT.

**Text Books:**

1. N.D. Kapoor (2009) , " **Mercantile Law**" , Sultan Chand & sons , New Delhi.
2. S.S .Gulshan, " **Mercantile law**"- Excel Books,3<sup>rd</sup> edition.

**Reference Books:**

1. S.N Maheswari & Maheswari ,"**A Manual Business Law**" - , Himalaya, 2008.
2. B.B. Lal, "**Income Tax and Central Tax: Law and Practice**" , Person Education.
3. Mathur, "**Business law**" , TMH 2009
4. Chandra Bose, "**Business Law**" , PHI 2008

Grag, Sareen, Sharma, Chawla, "**Mercantile law**" , Kalyani 2009

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**(13MB304) FINANCIAL INSTITUTIONS, MARKETS AND SERVICES  
(ELECTIVE-I)**

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

**UNIT - I:**

**Financial System, Regulatory and Promotional Institutions:** Financial System and Economic Development, Financial Sector reforms, Regulatory and Promotional Institutions: Functions and Role of RBI, Monetary policy and techniques of monetary control of RBI. The Role and Functions of SEBI

**UNIT -II:**

**The Banking and Non-Banking Financial Institutions:** The public and private sectors, structure, Bank capital and Banking Innovations, Commercial and Co-operative Banks , Non-Banking Financial Institutions - Mutual Funds, Growth of Indian Mutual Fund and its Regulations, The Role of AMFI, Insurance Companies – Role of IRDA.

**UNIT -III:**

**Financial Markets and Securities Markets:** Structure and Functions of Call Money Market, Government Securities Market, Treasury Bills Market, Commercial Bills Market, Commercial Paper and Certificates Of Deposits, Securities Markets-Organization and Structure, Listing, Trading and Settlement, SEBI and Regulations of Primary and Secondary Markets.

**UNIT - IV:**

**Financial Services:** Asset/Fund Based Financial Services - Lease Finance, Consumer Credit And Hire Purchase Finance. Factoring - Definition, Functions, Advantages, Evaluation And Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based / Advisory services: Stock Broking, Credit Rating.

**Text Books:**

1. L. M. Bhole “**Financial Institutions and Markets**”, Tata McGraw Hill, 4<sup>th</sup> edition 2007.
2. Mishkin, “**Financial Markets and Institutions**”, Pearson Education, 6<sup>th</sup> edition, 2008.

**Reference Books:**

1. Gorden & Natarajan ,”**Financial Services**” Himalaya publishers. 2009.
2. Jeff Madura, ”**Investment Institutions and Markets**”, Cengage, 1<sup>st</sup> Edition, 2009.
3. Thirpati , ”**Financial Services**”, PHI, 2009
4. Meir Kohn , ”**Financial Institutions and Markets**” Oxford University Press, 2007.
5. Vasanth Desai ”**Financial Markets & Services**”, Himalaya, 2009.

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### **(13MB305) CONSUMER BEHAVIOUR (ELECTIVE-I)**

**Objective:** To impart the student with the analytical concepts and to understand the Behavior of a Consumer.

#### **UNIT -I:**

**Introduction to the Study of Consumer Behaviour** – Inter Disciplinary Approach; Consumer and Marketing Strategy –Methods of Consumer Research, Diversity of Consumers and their behaviours; Profiling the consumer and understanding their needs; Determinants of Consumer Behaviour – Profile of the Indian Consumer.

#### **UNIT -II:**

**Consumer needs:** Theories of Motivation and their applications. Process theories and content theories. Personality and self concept. Theories of personality. Trait theory and measurement. Motivational Research. **Perception** – Nature of Perception – Perception and Marketing Strategy; Motivation – Motivation Theory and Marketing Strategy; Personality and Emotion

#### **UNIT- III:**

**Learning and Consumer Behaviour-** Learning theories: Behavioural Learning Theories-Classical Conditioning, Instrumental Conditioning, Cognitive Learning Theory, Involvement Theory ,Brand loyalty, Brand extensions.

**Attitudes and Attitude Change;** Concept and measurement of attitudes. Strategies of attitude change.. Attribution theory and Cognitive dissonance. Persuasion and persuability.,

#### **UNIT -IV:**

**Consumer Decisions Process** – Problem Recognition – Information Search – Evaluation Alternative and Selection – Post Purchase Behaviour – Organizational Buyer Behaviour Attitude, Measurement and Change; Self Concept and Life Style Marketing, Segmentation – Consumer decision making process, Evaluative Criteria and decision rules;

#### **Text Books:**

1. Leon G. Schiffman and Leslie Hazer Kanuk., **Consumer Behaviour** - Pearson Education. Asia: 2008.
2. Henry Assael., Willey **Consumer Behaviour** - India. New Delhi.

#### **Reference Books:**

1. Jagadish N. Seth, Atul Parvatirao and G. Shaines.,**Customer Relationship Management: Emerging Concepts, tools and applications** - Tata Mc Graw Hill Publications. New Delhi: 2001.
2. Mukesh Chaturvedi and Abhinav Chaturvedi - **Customer Relationship Management: An Indian perspective** -., Excel Books.
3. Marshall - **Consumer Behaviour** – Himalaya.
4. Schiffman, L G and Kanuk, L L, " **Consumer Behaviour**", Prentice Hall of India, 1994

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### **(13MB306) INDUSTRIAL RELATIONS (ELECTIVE-I)**

**Objective:** The objective of this course is to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

#### **UNIT -I:**

**Industrial Relations:** Concept, Scope, Objectives, emerging socio-economic and techno-economic profile; Impact of technological change on Industrial Relations; Role of State in managing industrial relations - Factors affecting Industrial Relations.

#### **UNIT -II:**

**Trade Unions:** Introduction, Definition and objectives, growth of Trade Unions in India. Trade Unions Act, 1926 and Legal framework, Union recognition, Union problems, Employees Association – Introduction, Objective, Membership, and Financial Status.

#### **UNIT- III:**

**Labour Legislation:** Factories Act 1948; Contract Labour (Regulation and Abolition) Act 1970, Workmen's Compensation Act, 1923, ESI Act, 1948- Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, National Wage Policy.

#### **UNIT – IV:**

**Industrial Conflict:** Causes, Types, Consequences, Prevention and Settlement – Collective Bargaining – Role, Methods, Degree of success, Problems and Issues – Grievance handling, Negotiation, Conciliation, Arbitration, Adjudication.

#### **Text Books:**

1. Arun Monappa , “**Industrial Relations**”, Tata Mc Graw Hill, New Delhi,2003.
2. P. SubbaRao “**Human Resource and Industrial Relations**” , Tata Mc Graw Hill.

#### **Reference Books:**

1. Shamshuddin Shaik , “**Management of Industrial Relations**”, Students helpline Publishing House Pvt. Ltd., Hyderabad,2011.
2. V. S. P. Rao , “**Human Resource Management**” - Text & Cases, Anurag Jain, New Delhi,2002.
3. R. S. Dwivedi , “**Managing Human Resources/Personnel Management in Indian enterprises**”, Galgotia Publishing Company, New Delhi,2002.
4. B D. Sing , “**Industrial Relations and Labor Laws**”, Excel Books, New Delhi,2009.
5. Sinha, Sinha & Shekhar – “**Industrial Relations, Trade Unions and Labour Legislations**” – Pearson Education

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**(13MB307) E-BUSINESS  
(ELECTIVE-I)**

**Objective:** The objective of the course is to provide students with a good knowledge of e-commerce and E-Business principles and practices.

**UNIT -I:**

**E-Business Strategy and Models:** E-Business Elements-Business requirements, Inhibitors of E-Business, E-Business Strategy. E-Markets: Functions, E-Markets vs Traditional Markets, E-Markets Success factors, E-Market Technology Solutions.

**UNIT -II:**

**E-Procurements:** The Purchasing Process, Developments in IT purchasing, E-Procurement-Models, E-Procurement- Solutions. Security and Reliability for E-Business: Reliability and Quality considerations, Quality requirements, Risk Management, Trust, E-Business Security, realizing a secure E-Business infrastructure.

**UNIT -III:**

**Approaches to Middleware:** Middleware, messaging, Remote Procedure calls (RPC), Remote Method Invocation (RMI), Message – Oriented Middleware (MOM), Data-Access Middleware, Transaction-Oriented Middleware, Distributed-Object Middleware,

**UNIT -IV:**

**Enterprise application and E-Business Integration:** Overview of Enterprise Application and E-Business Integration, Integration Challenges. E-Business Solutions and Protocols: Web Services-service-Oriented Architecture, required Business Standards and Protocols. Review of applicable IT Laws.

**Text Books:**

1. Ravi kalakota & Maina Robinson , “E-Business Roadmap for success”, Pearson,2008
2. Kamalesh K Bajaj & Debjani Nag, “E-Commerce, the Cutting Edge of Business”, TMH,2008

**Reference Books:**

1. Parg Diwan, “E-Commerce”, Excel,2008
2. Michael P.Papazoglou & Pieter M.A. Ribbers , “E-Business”, First Edition
3. WILEY Chaffey, “E-Commerce and E-Business”, Pearson,2009

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**MBA III Semester**

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**(13MB308) SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT  
(ELECTIVE-II)**

**Objective:** To enlighten the students with the concepts and practical application of Security Analysis and Portfolio Management.

- Standard Statistical tables and Calculators to be allowed in the examinations.

**UNIT -I:**

**Investment:** Meaning, objectives, process of Investment – Investment Alternatives – Difference between speculation and Investment. Capital Markets : New Issue Market – Secondary Market – stock exchanges – meaning, features , functions – SEBI – Rights, powers, functions – NSE – BSE – OTCEI – Trading in stock exchanges.

**UNIT -II:**

**Security Analysis:** Fundamental Analysis – Economy, Industry, Company Analysis. Technical Analysis – Tools and Charting techniques – Technical Vs Fundamental Analysis – Efficient Market Theory – Random Walk Theory, Hypothesis, Forms of Market Efficiency, EMH Vs Fundamental and Technical Analysis, Competitive Market Theory.

**UNIT -III:**

**Concept of Return and Risk:** Revenue Return and Capital appreciation – Holding period – Statistical Methods – Probability Distribution – Calculation of Expected Return. Risk Factors – Types of Risks – Measurement of Risk – Standard Deviation – Variance – Correlation Co-efficient. Approaches of Valuation – Bond Valuation – Preference Share valuation and Common Stock Valuation.

**UNIT -IV:**

**Portfolio Management:** Process of Portfolio Management, Diversification – Modern Portfolio – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Model (CAPM) – Optimum Portfolio - Portfolio Revision.

**Text Books:**

1. S.KEVIN, “**Security Analysis and Portfolio Management**”, PHI, New delhi,9th edition.
2. Dr. Prasanna Chandra, “**Investment Analysis and Portfolio Management**”, Tata Mcgraw Hill 2009.

**Reference Books:**

1. Sudhindra Bhat , “**Security Analysis and Portfolio Management**”,Excel Books
2. Bhalla V.K, “**Investment Management**”, Sultan Chand &Co, 4<sup>th</sup> Edition , 2008
3. Punitavathi Pandian – “**Security Analysis and Portfolio Management**”, Vikas Publication 2009
4. Preeti Singh , “**Security Analysis and Portfolio Management**”, , Himalaya Publications , 17<sup>th</sup> Edition ,2009.

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**(13MB309) SERVICES MARKETING  
(ELECTIVE-II)**

**Objective:** The objective of this course is to develop an outlook into the rising trends in services and Enhance Effective Managerial Skills for Service Industry.

**UNIT -I:**

**Understanding services marketing and Customer Relationship Marketing**-Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system. Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

**UNIT -II:**

**Services market segmentations and creating value in a competitive market**-The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty. Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

**UNIT -III:**

**Pricing strategies for services and Service promotion**-Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

**UNIT -IV:**

**Planning and managing service delivery and Marketing plans for services**-Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity. The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

**Text Books:**

1. Valarie A.Zeithaml & Mary Jo Bitner: **“Services Marketing” - Integrating Customer Focus Across the Firm**, TMH, 3<sup>rd</sup> edition, 2003.
2. Christopher Lovelock, **“Services Marketing People, Technology, Strategy”**, Pearson Education, Fourth Edition, 2002.

**Reference Books:**

1. Mark Davis, **“Managing Services People and Technology”**, McGraw-Hill International,
2. Thomas J. Delong & Asish Nanda **“Managing Professional Services”-Text and Cases**, McGraw-Hill International, 2002.
3. Adrian Payne, **“The Essence of Services Marketing”**, Prentice-Hall of India Pvt. Ltd., 2002.
4. Roland T. Rust and P.K. Kannan, **“e-Service New Directions in Theory and Practice”**, Prentice-Hall of India Pvt. Ltd., 2002.

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**(13MB310) TRAINING AND DEVELOPMENT  
(ELECTIVE-II)**

**Objective:** This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization

**UNIT -I:**

**Training concepts:** Introduction, Concept - Training Process- Significance- Models of Training- Systematic Model- Transitional Model- Systems approach to training.

**UNIT- II:**

**Training function & Policies:** HR and the Training Function - Training Centers in Organizations – Evolving Training Policy - Training Budget and Schedules/Calendar

**UNIT- III:**

**Training needs assessment & Design:** Training Needs Assessment - Competency modeling - selection of Trainees- Course content design – Trainer skill development - Resistance in Training- Motivation of Trainee: Goal setting- Pre-training communication –Use of Ice breakers to stimulate interest.

**UNIT- IV:**

**Training Methods & Evaluation:** Indoor training methods- Outdoor training methods- . E-learning methods- Virtual Reality, Monitoring and Evaluation of training programme- Conceptual model of training - Effectiveness – Evaluation criteria - Kirkpatrick model

**Text Books:**

1. Raymond A.Noe “Employee Training and Development”, TMH ,2009
2. B.Rathan Reddy “Effective Human Resource Training and development Strategy”, Himalaya,2009

**Reference Books:**

1. Donald L. Kirkpatrick and James D.Kirkpatrick, “Evaluating Training programs”, Tata McGraw Hill,2009
2. Rolf P.Lynton and Udai Pareek, “Training for development”, Sage publications,2009
3. R.Krishnaveni “Human Resource Development”, ,Excel,2009
4. Aparna Raj “Training- Theory and Practice”, Kalyani
5. R.K.Sahu “Training and Development”

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**(13MB311) MANAGEMENT OF SOFTWARE PROJECTS  
(ELECTIVE-II)**

**Objective:** Presents a new management framework uniquely suited to the complexity of modern Software development, accepting management priorities and equips Software professionals. The software industry with field proven benchmark for making tactical decisions and strategic choices that will enhance an organizations probability of success.

**UNIT- I:**

**Introduction to software Engineering:** Size, Quality and productivity factors. Planning a software project, Cost estimation.

**UNIT -II:**

**Software design concepts:** modularization, Design strategies, Real time distributed systems design, Test plans.

**UNIT- III:**

**Quality Assurance:** Walk throughs and inspection, Static Analysis, Symbolic execution, unit testing & debugging, system testing and formal verification. Implementation issues – Structured Coding Techniques.

**UNIT -IV:**

**Software Maintenance:** Maintainability, Managerial aspects, configuration management, source code metrics, other maintenance tools and techniques.

**Text Books:**

1. Pressman: **Software Engineering** (Tata McGraw Hill)
2. Carlo Ghezzi, Mehdi Jazayuni and Dino Mandrioli: **Fundamentals of Software Engineering** (Prentice Hall of India)

**Reference Books:**

1. Rechord Fairley: **Software Engineering Concept** (Tata McGraw Hill)
2. Yary W.Hansen “**Software Engineering**” – Prentice Hall of India
3. Jeffray A. Hoffer, Joey F. George & Joseph – “**Modern Systems and Software Engineering**” Tata Mc. Graw Hill.
4. Nair N. G “**Management Systems**” – S. Chand

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**MBA III Semester**

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**(13MB312) RISK AND INSURANCE MANAGEMENT  
(ELECTIVE-III)**

**Objective:** The objective of this paper is to create an awareness about the different dimensions of Insurance and Non-Insurance by Individuals and Corporate.

**UNIT -I:**

**Understanding Risk:** Types of risk - Risk Management & Control – Risk Management Process – Methods – Cost of Risk – Maximizing Value by Minimizing the Cost – Measuring the Cost of Risk – Risk management by individuals – corporate risk management.

**UNIT -II:**

**Risk shifting through limited liability** – Liability for actions of Employees and other parties – Products-  
Liability – Environmental liability – Directors and Officers liability.

**UNIT -III:**

**Definition of Insurance** – Insurable risk – Principles of Insurance – Kinds of Insurance – Costs and benefits of Insurance – Pooling in Insurance – Factors that limit the insurability of risk – Reinsurance.

**UNIT -IV:**

**Insurance business in India** – Framework of Insurance business – privatization of Insurance business – Insurance Regulatory and Development Authority (IRDA) – Govt. Policy on Insurance sector- Functions of insurers – Product design and development – Pricing strategy – Insurance intermediaries – Promotion of Insurance – IT in Insurance.

**Text Books:**

1. Harrington. Niehaus, “**Risk Management & Insurance**”, McGraw Hill
2. George E. Rajda “**Principles of Risk Management & Insurance**”, Pearson

**Reference Books:**

1. James Triessmann “**Risk Management & Insurance**”, Thomson
2. Dr.P.K. Gupta “**Insurance & Risk Management**” Himalaya

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**MBA III Semester**

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**(13MB313) SALES AND DISTRIBUTION MANAGEMENT  
(ELECTIVE-III)**

**Objective:** The objective of this course is to provide students an opportunity of learning the basics and concepts of Sales Management and Distribution Management.

**UNIT - I:**

**Introduction of Management of Sales:** Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives, Strategies and Tactics- Emerging Trends in Sales Management- Linking Sales and Distribution Management. Strategic Planning- Role of Marketing & Sales- Marketing & personal selling Strategies – Sales Strategy – Developing sales forecast-Forecasting approaches

**UNIT -II:**

**Management of Sales and Distribution:** Concepts of Sales Organization- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force – Training and Motivating Sales Force- Compensating and Leading Sales force- Sales force expenses.

Distribution Management -Definition- Need for Distribution Management- Need for Distribution Channels – Value addition of Distribution Management- Marketing Channels- Channel Formats- Relationship of flows to service levels – Channel levels – Service Channels

**UNIT -III:**

**Customer-Oriented Logistics Management and Retail Management:** Introduction-objectives of Logistics- Logistics planning- Inventory Management decisions - Transportation decision. Retail Management- Introduction-Retail Marketing Mix and retail positioning –developing and Implementing Merchandise strategies-deciding on the customer service levels-trading format – customer communication strategy in retail outlets

**UNIT -IV:**

**Designing Channel Systems and Managing the International Channels of Distribution:** Channel Design factor – Channel planning process – Ideal Channel structure – Training, Motivating & Evaluating Channel members- Channel Design Comparison – Implementation. International Channels of Distribution-Introduction- Differences in customer-expectations across Countries-International orientation of companies –model of entry decision – implications of entry modes.

**Text Books:**

1. S L Gupta , “Sales and Distribution Management”, Excel, 2009.
2. Krishna K Havaldar & Vasant M Cavale, “Sales and Distribution Management”, TMH, 2007

**Reference Books:**

1. John F Tanner Jr, Earl D Honeycutt Jr & Robert C Erffmeyer, “Sales Management”, Pearson Education, 2009.
2. Chunawala , “Advertising, Sales and promotion Management”, Himalaya, 2009
3. Tapan K.Panda, Sunil Sahadev , “Sales and Distribution Management”, Oxford, 2009  
Jobber, “Selling and Sales management”, Pearson Education,7<sup>th</sup> edition 2009.

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**(13MB314) HUMAN RESOURCE DEVELOPMENT  
(ELECTIVE-III)**

**Objective:** To inculcate the theoretical knowledge of achieving HR alignment with other systems in the company.

**UNIT -I:**

**Introduction to Human Resources Development (HRD):** Concepts of HR, HRM and HRD. Issues in HRD. Overview of HRD Practices. Integrated HRD system. Role and functions of HRD specialist. HRD Departments and their tasks; Competencies required for HRD staff.

**UNIT - II:**

**Designing Effective HRD Programmes:** Designing Employee and Managerial Development Programmes; Programs for employees who reach career plateau; parallel career paths. Retraining and redeployment. Job enrichment and Job sculpting. Succession Planning. HRD Interventions. HRD Matrix. Development of reliable and valid HRD instruments.

**UNIT -III:**

**Implementing and Evaluating HRD Programmes:** Delivering effective career development systems; Models and frameworks for evaluating HRD programmes; assessing the impact of HRD programs in monetary terms. HRD Audit.

**UNIT -IV:**

**HRD Culture and Climate :**HRD climate and Organizational climate; Counseling and mentoring of employees. Models for HRD. Elements and metrics of HRD climate. HRD approach to Industrial Relations.

**Text Books:**

1. Tapomoy Deb, “**Human Resource Development**”- **Theory and Practice**, Ane Books, New Delhi,2010.
2. Krishnaveni R. “**Human Resource Development**” - **A Researcher’s Perspective**. Excel Books, New Delhi,2008.

**Reference Books:**

1. Tripathi PC, “**Human Resource Development**”, Sulthan Chand and Sons.
2. Uday Kumar Haldar, “**Human Resource Development**”, Oxford.
3. Desimone R.L. and J.M. Werner, “**Human Resource Development**”, Thomson Learning.5<sup>th</sup> edition, 2008
4. Richard A. Swanson and Elwood F. Holton III, “**Foundations of Human Resource Development**”, Berrett - Koehler Publications,2009.

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**(13MB315) ENTERPRISE RESOURCE PLANNING  
(ELECTIVE-III)**

**Objective:** The objective of the course is to provide the basic concepts of Enterprise Resource Planning, ERP Implementation and Maintenance.

**UNIT- I:**

**Induction to ERP:** Overview of ERP, MRP, MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP market, Business Process Re-engineering (BPR) – BPR Process, Clean Slate Re-engineering, Technology Enabled Re-engineering, Myths regarding BPR.

**UNIT -II:**

**Business Intelligence Systems**-Data Mining, Data Warehousing, On-line Analytical Processing (OLAP).

**UNIT- III:**

**ERP Module I:** Finance, Controlling, Accounting System, Manufacturing and Production Systems.

**ERP Module II:** Sales and Distribution Systems, Human Resource Systems.

**ERP Module III:** Plant Maintenance System, Material Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

**UNIT- IV:**

**ERP Implementation and Maintenance:** Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP and IS. ERP Products: SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

**Text Books:**

1. Motiwala “Enterprise Resource Systems”, Pearson,2009
2. Alexis Leon “Enterprise Resource Planning” , TMH,2008

**Reference Books:**

1. Venugopal Rao “Enterprise Resource Planning and MIS”, Excel,2009.
2. Vinod Kumar Kard and NK Venkata Kristean “ERP concepts & Practice”, PHI,2008
3. Monk “Concepts in ERP” Thomson,2<sup>nd</sup> edition,2009
4. Mahadeo Jaiswal & Ganesh Vanapalli “Enterprise Resource Planning” , Macmillan,2008

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**(13MB316) DIRECT TAXES  
(ELECTIVE-IV)**

**Objective:** To enable students understand the fundamentals of Direct taxes in general and Income tax and Wealth Tax in particular.

**UNIT- I:**

**Income Tax Act :** Definition – Income – Agricultural Income – Assessee – Previous year – Assessment year – Residential status – Scope of Total Income – Capital and Revenue – Receipts and Expenditure – Exempted Incomes.

**UNIT- II:**

**Computation of Income:** Computation of Income from Salary and Income from House property.

**UNIT- III:**

**Computation of Taxable Income :** Computation of taxable income from Business and profession – Capital gains – Income from other sources- Gross total Income- Deductions from Gross total Income- Assessment of individuals – Set off and carry forward of losses- Income tax authorities – E-Filing of IT Returns.

**UNIT -IV:**

**Wealth Tax Act:** Computation of taxable wealth- Exemptions and Deductions.

**Text Books:**

1. Gaur & Narang, **“Income Tax Law & Practice”**
2. Dr. Bhagavathi Prasad ,**“Income Tax”**

**Reference Books:**

1. Dr. H.C.Mehrotra **“Income Tax Law & Practice”**
2. Dingar Pagare **“Tax Laws”**
3. B.B. Lal **“Direct Taxes”**
4. Dr. Vinod Singhania **“Direct Taxes”**
5. Rupram Gupta & Vidya Saran Gupta **“Income Tax”**

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### **(13MB317) LOGISTICS AND SUPPLY CHAIN MANAGEMENT (ELECTIVE-IV)**

**Objective:** The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality.

#### **UNIT -I:**

**Role of Distribution in Value discovery and supply chain management:** Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Meaning and definition of Supply chain management in the global environment.

#### **UNIT -II:**

**Customer focus in supply chain management, Planning demand and supply in a supply chain:** Supply chain drivers and obstacles, Customer Service, Customer Satisfaction. Planning and Managing inventories in a supply chain – Transportation in a supply chain, modes of transportation, Transportation cost in E-retaining.

#### **UNIT -III:**

**Net work design decisions and Production in supply chain management:** Network operations, planning, Decision problem models, Information technologies in a supply decision- Purchasing in a supply chain management – financial issues in supply chain management – E-business and supply chain.

#### **UNIT -IV:**

**Supply chain integration and Measuring Performance in the supply chain:** Coordination in a supply chain – Inter functional Coordination – Inter Corporate Coordination- Managing the supply chain – Supply chain restructuring.

#### **Text Books:**

1. Bowersox, Closs, Cooper ,“**Supply chain Logistics Management**”,TMH,2<sup>nd</sup> edition, 2009
2. Janat Shah, “**Supply Chain Management**”, Pearson

#### **Reference Books:**

1. Rhaul V. Altekar ,“**Supply chain management concepts and cases**” , PHI, 2008
2. Agrawal, “**Text Book of Logistics and Supply Chain Management**”, Macmillan,2008
3. Upendra Kachru ,“**Exploring Supply Chain – theory and practice**”, excel, 2009
4. R.P. Mohanty and S.G. Deshmukh, “**Supply Chain Management**”, Jaico , 2009
5. K.Shridhara Bhat ,“**Logistics and Supply Chain Management**” Himalaya, 2009

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### **(13MB318) LEADERSHIP AND TEAM BUILDING (ELECTIVE-IV)**

**Objective:** To enable students understand the qualities of a leader and the requirements of building and leading teams.

**UNIT- I:**

**Leadership:** Understanding Leaders and Leadership – Need for Leadership – Leader and Manager – Prerequisites of Organizational Leaders: Self-management dimensions – Leading People – Task management; Myths and Realities of Leadership – Current Issues in Leadership-Inner Structure of Effective Leaders.

**UNIT- II:**

**Attributes of Leaders:** Concepts of Power and Authority – Types of Power – Sources of Power – Leadership Skills & their development – Leadership Traits – Intelligence and Leadership – Influencing Tactics – Influencing Processes - Self efficacy.

**UNIT -III:**

**Contemporary Leadership Styles:** Transactional Leadership – Transformational Leadership – Charismatic Leadership – Value Based Leadership – Spiritual Leadership - Servant Leadership – Level 5 Leadership – Understanding and Influencing Motivation and Satisfaction of Follower – Leadership versus Job Performance.

**UNIT -IV:**

**Building effective Teams:** Understanding Teams – Differentiating Groups and Teams - Advanced Skills of Team Leaders – Building High Performance Teams. – Determinants of Team Performance – Facilitating Team Building – Interpersonal Competence and Team Building – Measuring Team Effectiveness – Decision Making in Teams.

**Text Books:**

1. Sundaray B K and Bhargav, N S, “**Leadership and Team Building**”, Himalaya Publication House.
- 2.Uday K Haldar, “**Leadership and Team Building**”, Oxford

**Reference Books:**

1. B. Rathan Reddy, “**Team Development & Leadership**”, Jaico Publishing House, Mumbai, 8th Impression, 2010.
2. Uma Jain, Udai Pareek, Madhukar Shukla “ **Developing Leadership for the Global Era**”, MC millan.
3. Peter G. Northouse, “**Leadership-Theory and Practice**”, Response Books, 3rd Edition, 2006.
4. Luthans ,”**Organization Behaviour**”, Tata McGraw Hill,8<sup>th</sup> edition.

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**(13MB319) DATAWAREHOUSING AND DATA MINING  
(ELECTIVE-IV)**

**Objective:** The objective of the course is to give an understanding Data Warehousing and Data Management concepts.

**UNIT- I:**

**Managing Data:** Individual Data Management, Organizational Data Warehousing and Data Management, Components of Organizational Memory, Evaluation of Database Technology. Database Systems in the Organization : Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations.

**UNIT-II:**

**Data Warehousing Introduction:** What is a Data Warehouse, Who uses Data warehouse, Need for Data Warehouse, Applications of Data Warehouse Concepts. The Data Warehouse Data Base: Context of Data Warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure.

**UNIT-III:**

**Meta Data:** Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use. Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP.

**UNIT-IV:**

**Constructing a Data Warehouse System:** Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage. Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.

**Text Books:**

1. Efram G. Mallach, “**Decision Support Systems and Data warehouse Systems**”, TMH,2009
2. Marakas, “**Modern Data Warehousing, Mining and Visualization**”-Core Concepts, Pearson,2008

**Reference Books:**

1. Berson Smith ,“**Data warehousing, Data Mining OLAP**”, TMH,2008
2. Sivanandam, Thomson, “**Data Mining Techniques and Tasks**”, THM 2009

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0	0	3	[2]

### **(13MB320) SOFT SKILLS LAB**

**Objectives:** To equip students with effective speaking and listening skills in English, help them develop the soft skills and people skills which will make them to excel in their jobs and enhance to students' performs at placement interviews.

**Activity– 1:** Phonetics, Introduction to Vowel Sounds & Consonants

**Activity– 2:** Introduction to Stress and Intonation.

**Activity– 3:** Situational Dialogues.

**Activity– 4:** Group Discussions

**Activity– 5:** Debate.

**Activity– 6:** Just A Minute

**Activity– 7:** Resume or Curriculum Vitae and Covering Letter.

**Activity– 8:** Interview Skills

**Reference Books:**

1. Dr.Alex, "Soft Skills" – Know yourself & Know the world.
2. Huckin and Olsen, Technical Writing and professional communication, Tata Mc Graw-Hill 2009.
3. Scott Morgan and Barrett Whitener, Speaking about Science, A Manual for Creating Clear Presentations ,Cambridge University press, 2006
4. Meenakshi Raman & Sangeeta Sharma, Technical Communication, Oxford University Press 2009.
5. M. Ashraf Rizvi, Resume's and Interviews, Tata Mc Graw-Hill, 2008
6. KK Ramachandran and KK Karthick, From Campus To corporate, Macmillan Publishers, India Ltd, 2010
7. Dr A Ramakrishna Rao, Dr G Natanam & Prof SA Sankaranarayanan, English Language Communication: A Reader cum Lab Manual, Anuradha Publications, Chennai 2008.
8. K R Lakshminarayan and T. Murugavel , Managing Soft Skills, Sci-Tech Publication, 2010
9. John X Wang, Business Communication, CRC Press, Special Indian Edition,2008

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**(13MB321) CASE STUDY-III**

**Objective:** Objectives of the course are to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

**Internal evaluation (50 marks):** Case studies are conducted in atleast 5 subjects out of total 7 subjects. At least two cases per subject shall be considered for internal evaluation. Such case study analyses by student shall be produced as a record. Case studies for each subject are allotted 10 marks awarded by the concerned subject faculty and Head of the Department. The Head of the Department shall consolidate the marks of all such case studies and finalize the internal evaluation marks for 50.

**Reference Books:**

1. ICMR – ICFAI Case Management Research
2. “Case study in each subject” – Srinivasan
3. “Business India” – Magazine contains case study analysis.

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### (13MB401) STRATEGIC MANAGEMENT

**Objective:** The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business

#### **UNIT - I:**

**Introduction:** Strategic management as a process – Environmental scanning- PESTEL analysis- Internal environment-core competence – Importance of strategic management- corporate portfolio analysis– Porter’s five force model, BCG matrix, GE Model, TOWS Matrix, 7S, Market life cycle Model - Organization learning and experience curve.

#### **UNIT -II:**

**Strategy Formulation:** Process of Strategic formulation-Formulation of strategy at corporate, business and functional levels. Types of strategies: offensive strategy, defensive strategy, vertical integration and Horizontal strategy. Tailoring Strategy to fit specific industry and company situations.

#### **UNIT -III:**

**Strategy Implementation:** Strategy and structure- strategy and leadership, strategy for competing in global market and internet economy- Importance of Resource allocation - planning system for implementation - Growth strategy, Diversification strategy: Types of Diversification, Advantages and Disadvantages of Diversification.

#### **UNIT -IV:**

**Strategy Evaluation and control:** Establishing Strategic Controls, Types of Controls, Guidelines for proper control. Role of the strategist- Benchmarking to evaluate performance - strategic information system

#### **Text Books:**

1. Fred R. David, “**Strategic management concept and cases**”, PHI,12<sup>th</sup> edition, 2008
2. Charles B Green, “**Strategic Human Resource Management**”, Pearson Education, New.Delhi.

#### **Reference Books:**

1. Jeffrey A Mello, “**Strategic Human Resource Management**” Thomson Press (P) Ltd, Delhi.
2. P.Subba Rao, “**Strategic management**” Himalaya Publishers, 2009
3. Thompson & Strickland, “**Strategic management concepts and cases**” 2007.
4. Francis Cherunilam, “**Strategic management**” Himalaya Publishers, N.Delhi.
5. Charles W L Hill& Gareth R. Jones, “**Strategic management Theory**”  
Rajan Das, “**Crafting the Strategy**” TMH 2006.

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**MBA IV Semester**

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### **(13MB402) INTERNATIONAL BUSINESS MANAGEMENT**

**Objective:** The challenges in International Business Management, The blocks and strategies are the focal points of the course. It helps students acquire conceptual frame work, knowledge and insight to operate at International Level.

#### **UNIT- I:**

**International Business:** Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities; Nature, Meaning and Importance of International competitive advantage, Multidimensional view of Competitiveness - Evolution of International Business - International Marketing vs. Domestic Marketing - International Economic, Political, Legal, Social and Cultural – Frame Work.

#### **UNIT -II:**

**International Trade Regulatory Frame Work :** Trade barriers - tariffs, subsidies and Quotas - Trade and BOP of India – Highlights of India's Merchandise Trade Performance – Direction of Trade – Trade in Services – Major Problems of India's Export Sector- Counter Trade - World Trade in services – GATT, WTO- Institutional infrastructure for export promotion in India–EXIM Bank –ECGC - Export Finance and Export Promotion Measures.

#### **UNIT -III:**

**International Investment and Finance :** Types of Foreign Private Investment – Significance of Foreign Investment – FDI and Production Linkages – Trade and Investment – Factors Affecting International Investment – Limitations and Dangers of Foreign Capital - Financial Perspectives- International monetary systems and Financial Markets, IMF, IBRD, IFC, IDA, existing international arrangements- Balance of payment – Foreign Exchange market mechanism – Import substitution and Export financing - Different kinds of Special Economic Zones

#### **UNIT- IV:**

**Strategy of International Business:** Organization of international business – Staffing policy, managing the Expatriates – Globalization - Technology and its impact, Enhancing technological capabilities, Technology generation, Technology transfer- International marketing strategies in different stages of product life cycle – Marketing of Products in International Markets.

#### **Text Books:**

1. Francis Cherunilam, “**International Business Environment**”, Himalaya Publications, 3rd Edition, 2010.
2. K.Aswathappa , “**International Business**”, McGraw Hill

#### **Reference Books:**

1. Shiva Ramu. S, “**International Business**”, Ammol Publications.
2. Don Ball and Wendell McCulloch “ **International Business**”, McGraw Hill
3. Ajitabh, “ **Global Competitiveness**”,Excel
4. Michael R.Czinkota , Michael H.Moffett , “**International Business**”, 7<sup>th</sup> Edition

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**MBA IV Semester**

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**(13MB403) FINANCIAL DERIVATIVES  
(ELECTIVE-V)**

**Objective:** The objective of this course is to make the student efficient in the area of Financial Derivatives, give them the knowledge of basics in Financial Derivatives.

**UNIT- I:**

**Introduction to Derivatives:** Meaning and need, growth of Financial Derivatives in India, Types of derivatives, and the Regulatory frame work of Derivatives Trading in India, Types of Traders/Participants, OTC and Exchange Traded Securities. Role of Derivatives Market- Uses & misuses of Derivatives.

**UNIT- II:**

**Forwards and Futures Markets:-** Different categories of Forwards and Futures, Currency Futures ,Interest rate futures ,difference between Forwards and Futures, Hedging strategies ,Hedging with stock index Futures - Determination of Forward and Future prices, Interest Rate Futures ,Currency Futures and Forwards.

**UNIT- III:**

**Option Market:** Structure of Option Market, Specifications Of Option ,American and European Options ,Options Vs Futures, Trading strategies involving Options, Option on Stock Indices –Option Market In India ,Option Pricing Models – Introduction to Binomial Option Pricing Model ,Black Scholes Option Pricing Model- Option Strategies : Advanced Option Strategies, Hedging With Options, Currency Options.

**UNIT -IV:**

**Swaps:** Meaning, Overview – The Structure of Swaps, Evolution of Swaps Market, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Swap Variants, Swap Dealer role, Equity Swaps, Futures and Swaps, Index Swaps, Credit Risk Swaps, Pricing and Valuing Swaps, Management of Risk through Swaps.

**Text Books:**

1. John C Hull “**Fundamentals of Futures and Options market**” Pearson education
2. Bishnu Priya Mishra and Sathya Swaroop Debasish “**Financial Derivatives**” Excel, 2009

**Reference Books:**

1. S.L. Gupta “**Financial Derivatives**” PHI 2008
2. John C Hull “**Options, futures and other derivatives**” Pearson education
3. N D Vohar and BR Bagri “**Futures and Options**” McGraw Hill
4. Jayanth Rama Varma “**Derivatives and risk management**” McGraw Hill
5. T.V.Somanathan “**Derivatives**” TMH
6. Sunil K Parameswaran “**Futures markets**” McGraw Hill

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**MBA IV Semester**

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**(13MB404) CUSTOMER RELATIONSHIP MANAGEMENT  
(ELECTIVE-V)**

**Objective:** To familiarize the students with the emerging trends in customer relations in the Indian business and to manage these relations in an effective manner to increase customer loyalty.

**UNIT -I:**

**Introduction to CRM:** CRM as a business strategy - Elements of CRM - CRM Processes and systems - Entrance, applications and success of CRM.

**UNIT -II:**

**Strategy and Organization of CRM:** Description of customer-Supplier relationships –The dynamic in relationships - Communities - CRM as an integral business strategy- The nature & context of CRM strategy - The results of a successful CRM strategy.

**UNIT -III:**

**The Relationship-Oriented Organization :** Mission-Culture -Structure -People –Communication and information –Systems- 6 Communications and Multi channels - Customers and the use of the channels - Influence of the channels on pricing and the formation of relationships- The individualized customer proposition - Customization - Individualization of the product offering - Individualized Pricing Policy.

**UNIT -IV:**

**Loyalty Programs:** Improvement of the size and Quality of the Customer Database - Retention and cross-sell analyses - Retention - Cross-selling -The effects of Marketing activities -Evaluating the effect of Marketing activities on the customer value -Experiments - The learning Organization.

**Text Books:**

1. Stan Maklan, Adrian Payne, Joe Peppard, Lynette Ryals, Simon Knox – **“Customer Relationship Management” Perspectives from the market place** – Elsevier 2002.
2. Mitch Schneider – **“Total Customer Relationship Management”** – Thomson Delmar Learning 2002.

**Reference Books:**

1. Russ Lombardo – **“CRM for the Common Man”** – PEAK Sale Consulting 2003
2. Federico Rajola – **“Customer Relationship Management: Organizational; and Technological Perspectives”** – Springer 2003
3. Jagadesh Seth – **“Customer Relationship Management”**
4. Chaturved – **“Customer Relationship Management”**
5. Roger J Baren – **“Customer Relationship Management”**
6. Das Subhasish –**“Customer Relationship Management”**

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**MBA IV Semester**

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### **(13MB405) PERFORMANCE AND COMPENSATION MANAGEMENT (ELECTIVE-V)**

**Objective:** The objective of this course is to specialize the HR students in the process of Performance and Compensation Management

#### **UNIT -I:**

**Overview of Performance and Compensation Management:** Concept of Performance Management –purpose and significance- Benefits to managers and employees- characteristics, process of performance management-Compensation Management: Concept, Significance, Basis for Compensation, Factors influencing compensation Practices, Trends, Compensation Determination.

#### **UNIT -II:**

**Organizational performance & Pay Structures:** Pay structures - Purpose and Types; Graded pay structures, Broad Banding, Rewarding individual and Team contributions. Relating rewards to organizational performance, non financial rewards.

#### **UNIT-III:**

**Rewarding Performance and Executive Compensation:** Individual-Based Compensation; Team Based Compensation; Incentives: Types of Incentive Plans, Employee Benefits and Pensions, Policies and Practice of Benefits; Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors Affecting Executive Compensation; Models of Executive Compensation.

#### **UNIT-IV:**

**International pay and expatriates rewards:** Rewarding Sales Staff, Managing Reward Systems, Statutory Provisions: Wage Boards, Pay Commission – Pay Budget Management – International Pay System - The Role of Fringe Benefits in Reward Systems.

#### **Text Books:**

1. D Singh, “Compensation and reward System”, Excel, 2008.
2. Tapomoy Deb “Compensation Management”, Excel Books,2009

#### **Reference Books:**

1. Henderson “Compensation Management” Pearson, 2008.
2. Milkovich,Newman “Compensation Management” TMH,2009
3. Sunil Bakshi “Compensation Management” Paragon International, 2009.
4. Michael Armstrong “Employee Reward” Oxford,2008
5. Dr. Sakshi Vasudeva “Compensation Management” Paragon International,2009

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**MBA IV Semester**

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**(13MB406) DATA COMMUNICATION AND NETWORK SECURITY  
(ELECTIVE-V)**

**Objective:** The objective of the course is to provide the basic concepts of Data Communication and Network Analysis, network security, privacy and data encryption.

**UNIT-I:**

Introduction – General structure of Networks – ISO, OSI Reference Model. Hierarchical Network, connectivity analysis – delay analysis – local access Network design. Physical layer: transmission and multiplexing – digital transmission – circuit switching packet switching – terminal handling – error correction and error correcting codes.

**UNIT-II:**

Data – link layer: simple protocols. Unrestricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.

**UNIT-III:**

Transportation layer and Session layer: transport service – addressing and connection establishment – flow control and buffering – synchronization – crash recovery gate way– internet work fragmentation – session layer. Presentation layer: network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols.

**UNIT-IV:**

Application layer – distribution systems. ISDN – Service & History, TCP/IP and Net Working and Internet working Derives.

**Text Books:**

1. Duck& Read **“Data Communication and Computer Networks”** Person,2<sup>nd</sup> edition2009
2. Behrouz A. Forouzan **“Data Communications and Net Working”** TMH,2009

**Reference Books:**

1. Bertsekas & Gallages **“Data Networks”** PHI
2. Michael A. Gallo **“Computer Communications and Networking Technologies”** Cengage,2009
3. William A. Shay **“Understanding Data Communications & Networks”**, Vikas.

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**MBA IV Semester**

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**(13MB407) INTERNATIONAL FINANCIAL MANAGEMENT  
(ELECTIVE-VI)**

**Objective:** To enlighten the students on the concepts and practical applications of International Financial Management.

**UNIT - I:**

**Foreign Exchange Market:** Function and structure of Forex market – major participants – Foreign Exchange Quotations –Types of transactions – Spot, Forward, Futures, Options and Swaps- Arbitrage and Speculation in Foreign Exchange market- Exchange Arithmetic, Spread , premium and discount. BOP and its components – Capital account and current account.

**UNIT - II:**

**International Monetary System :** Introduction , Gold Standard, Bretton Woods System, Exchange rate regime – Fixed and Floating Exchange Rate –convertibility currency , International Liquidity and International Reserves- IMF and World Bank Exchange Rate mechanism. Factors affecting Foreign rates – Purchasing power parity – Interest Rate Parity theorems

**UNIT - III:**

**Foreign Exchange Exposure:** Transaction exposure, Accounting exposure and operating exposure - Techniques for covering the Foreign Exchange Risk.

**UNIT - IV:**

**International Financial Market Instruments-** International Equities- ADRs and GDRs- Foreign Bond and Euro Bond- Short Term and Medium Term Instruments – Risk assessment in International markets – Role of commodities.

**Text Books:**

1. T.Siddaiah “**International Financial Management**” Pearson , 2009
2. Madhu Vij “**International Financial Management**” Excel Books

**Reference Books:**

1. P.G. Apte, “**International Financial Management**”, Tata Mc Graw Hill, 3<sup>rd</sup> Edition
2. V.Sharan, “**International Financial Management**”, Prentice Hall of India,3rd Edition.
3. Buckley Adrin, Engle Wood Cliffs ” **Multinational Finance**”, Prentice Hall of India,3rd Edition.
4. S.P.Srinivasan, B.Janakiram, “**International Financial Management**”, Wiley India, New Delhi.
5. Clark, “**International Financial Management**”, Cengage,
6. A.K.Seth, “**International Financial Management**”, Galgotia Publishing Company.

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**MBA IV Semester**

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### **(13MB408) BRAND AND ADVERTISING MANAGEMENT (ELECTIVE-VI)**

**Objective:** The course aims at making students understand the Significance of Brands and their management and the significance of advertising and dynamics of marketing communication.

#### **UNIT –I:**

**Basic understanding of brands** – concepts and process – significance of a brand – brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors. Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building.

#### **UNIT –II:**

**Branding impact on buyers** – competitors, Brand loyalty – loyalty programmes – brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit. Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding. Designing and implementing branding strategies

#### **UNIT- III:**

**Advertisements concepts and Media plan** - Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisements – setting advertisement objectives – Ad. Agencies – selection and remuneration – advertisement campaign. Media plan – type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling

#### **UNIT- IV:**

**Message development** – different types of advertisements – layout – design appeal – copy structure – advertisement production – print – Radio. T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements. Testing for advertising effectiveness; Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies; Role of advertising in natural development.

#### **Text Books:**

1. Kevin Lane Keller, “**Strategic brand Management**”, Person Education, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, “**Advertising & Sales Promotion**”, Excel Books, New Delhi, 2001.

#### **Reference Books:**

1. Lan Batey **Asian Branding – “A great way to fly”**, Prentice Hall of India, Singapore 2002.
2. Jean Noel, Kapferer, “**Strategic brand Management**”, The Free Press, New York, 1992.
3. Paul Tmepronal, “**Branding in Asia**”, John Wiley & sons (P) Ltd., New York, 2000.
4. S.Ramesh Kumar, “**Managing Indian Brands**”, Vikas publishing House (P) Ltd., New Delhi, 2002.
5. Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005.

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**MBA IV Semester**

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**(13MB409) GLOBAL HUMAN RESOURCES MANAGEMENT  
(ELECTIVE-VI)**

**Objective:** To enlighten the students with the Concepts and strategies of International Human Resource Management.

**UNIT – I:**

**International HRM & Cross cultural Theories** : Concept, HRM at International Perspective – Distinction between Domestic and International HRM – , Hofstede's Hermes Study - HR Challenges at International Level.

**UNIT – II:**

**International staffing, Compensation Management:** Nature, Sources, Policies of HR Planning: Recruitment and Selection – Career Cycle for Expatriates – International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments.

**UNIT – III:**

**Expatriate Training:** Need, Cross Cultural Training, Training Expatriation – Repatriation - Learning – Performance Management and HR Process – Competency Appraisal – Programs and Agencies.

**UNIT – IV:**

**Industrial Relations at Global Level:** IR Scenario in Global Organizations – Trade Unions at International Level – Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management, People Management – USA, Europe, Asia, Middle East.

**Text Books:**

1. Subba Rao “**International Human Resource Management**” Himalaya,2008
2. Rao P.L “**Internal Human Resource Management**”, Excel.2008

**Reference Books:**

1. Aswathappa “**International Human Resource Management**” TMH,2009
2. Tony Edwards & Chris Rees “**International Human Resource Management**” Pearson,2008
3. Adler N.J, Kent “**International Dimensions of Organizational Behaviour**”
4. Dowling P.J, Thomson “**International Dimension of Human Resource Management**” Cengage,2009

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MBA IV Semester

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### **(13MB410) CORPORATE INFORMATION MANAGEMENT (ELECTIVE-VI)**

**Objective:** The objective of the course is to provide a broad outline of Information Technology and its application at corporate business units and to understand all the issues related to the IT management.

#### **UNIT – I:**

**IT planning and strategy tools:** Strategy analysis – environment analysis- Conducting strategy audit- Assessing opportunities and risks- Company –technology analysis – Industry –technology analysis. Extending the enterprise: Organizing for innovation –Collaboration- Understanding business networks: differentiation interdependence and ownership – Designing hybrid governance models- Building collaborative community- Emerging network business models.

#### **UNIT – II :**

**IT Alignments :** Building the case for IT- leveraging infrastructure and creating options- Components of internet working infrastructures –Rise of internet working – business implications. Managing IT services : Availability facilities- uninterruptible power –Delivery- climate control – security – New service models.

#### **UNIT – III:**

**IT outsourcing** - Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages- Outsourcing opportunities- Managing relationships with outsourcing agencies  
**Coordination and control of IT :** Development stages of IT in organising- Nolans' model- Distributed  
**data processing** - Centralisation vs decentralisation- drivers toward user dominance- Drivers towards centralised policy- Coordination and location IT policy.

#### **UNIT – IV:**

**Project management:** Project categories- Project management: stage in project –planning and controlling tools-Problems – Towards effective project management. Technology and innovation: Understanding technological developments- Technology cycles-. Creative idea generation- Employee creativity – R&D- Role in technology development-Innovations in IT

#### **Text Books:**

1. Lynda M.Applegate, Robert D.Ausitn and F. Warren McFarlan, "**Corporate Information strategy and Management**", TMH
2. C,S,G.,Krishnamcaharyulu and Lalitha R. "**Management of Technology**", Himalaya

#### **Reference Books:**

1. Sanjiva Shankar Dubey "**IT strategy and Management**" PHI, 2009.
2. Parag Kulkarni "**IT strategy for Business**" Oxford, 2009.
3. V.K.Narayan "**Managing Technology and Innovation for competitive Advantage**" Pearson, 2009.
4. C.K.prahlad "**The New Age of Innovation**" TMH, 2009

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<b>0</b>	<b>3</b>	<b>0</b>	<b>[2]</b>

**(13MB411) SEMINAR**

**Object:** The objective of the seminar is to collect the information on a specialized relevant topic and prepare a report, showing his understanding over the topic, and submit to the department. The assessment for 20 marks (10 marks for report, 10 marks for subject content) will be made by a board consisting of HOD and two internal experts at the end of the semester instruction. The assessment for 30 marks (20 marks for presentation and 10 marks for queries) will be evaluated by the Department Committee consisting of Head of the department, Seminar Supervisor and a Senior Faculty Member.

Students are required to present a seminar on any contemporary issue of the business.

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**MBA IV Semester**

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**(13MB412) CASE STUDY-IV**

**Objective:** Objectives of the course are to enhance analytical and logical thinking capabilities of the student, to improve the communication and presentation skills of the student and to enable the student understand the process of problem analysis, identifying appropriate solutions with respect to the concepts of the subject.

Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

**Internal evaluation (50 marks):** Case studies are conducted in atleast 5 subjects out of total 7 subjects. At least two cases per subject shall be considered for internal evaluation. Such case study analyses by student shall be produced as a record. Case studies for each subject are allotted 10 marks awarded by the concerned subject faculty and Head of the Department. The Head of the Department shall consolidate the marks of all such case studies and finalize the internal evaluation marks for 50.

**Reference Books:**

1. ICMR – ICFAI Case Management Research
2. “Case study in each subject” – Srinivasan
3. “Business India” – Magazine contains case study analysis.

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<b>0</b>	<b>12</b>	<b>0</b>	<b>[10]</b>

**(13MB413) PROJECT WORK**

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

**References:**

1. Business Essentials: *Research Project*, Viva, 2009
2. Paul Oliver: *Writing Your Thesis*, Sage, 2009
3. M.K.Rampal & S.L.Gupta: *Project Report Writing*, Paragon International, 2009
4. Michael Jay Polonsky: David S Waller: *Designing and Managing a Research Project*, Sage, 2009
5. Surendra Kumar: *An Aid to Project Work*, Paragon International, 2009.