



SRI VASAVI ENGINEERING COLLEGE (Autonomous)

(Sponsored by Sri Vasavi Educational Society; Regd. No: 898/2000)

(Approved by AICTE, New Delhi & Permanently affiliated to JNTUK, Kakinada)

(Accredited by NAAC with 'A' Grade, Recognized by UGC under section 2(f) & 12(B))

Pedatadepalli, TADEPALLIGUDEM – 534 101, W.G. Dist, (A.P.)

Department of Management Studies (MBA)

Minutes of the 4th Board of Studies meeting of Management Studies held on 01-09-2021

The following are the members who attended for the meeting.

S.No	Name of the member	Designation	
1	Dr.G.V.Subba Raju	Professor Sri Vasavi Engg.College	Chairman BOS
2	Prof. B. Amarnath	Former Professor, Department of Management Studies Sri Venkateswara University. Tirupathi.	Council Nominee
3	Dr.J.N.V.Raghu Ram	Associate Professor, Department of Technology & Management, VIT, Vellore	Council Nominee
4	Sri. P.S.Varma	Former D G M, Coromandel International Limited, Kakinada	Industry expert
5	Sri Satyanarayana Ruttala	Senior Manager, Ericsson India Global Services Pvt., Ltd., Bangalore	Alumni
Department of Management Studies, Sri Vasavi Engineering College members			
6	D. Naveen Kumar	Asst. Professor & HOD	Member
7	Dr. S. Krishna Murthy Naidu	Associate Professor	Member
8	D.Satyanarayana	Sr. Asst.Professor	Member
9	Dr.K.Rambabu	Asst. Professor	Member
10	K.Vinay Kumar	Asst. Professor	Member
11	T.Dileep	Asst. Professor	Member
12	K.Pavan Kumar	Asst. Professor	Member
13	K.Suji	Asst. Professor	Member
14	B.Aruna	Asst. Professor	Member
15	P.Bharath Kumar	Asst. Professor	Member
16	K.Murali Krishna	Asst. Professor	Member
17	P.Devi	Asst. Professor	Member
18	Dr.K.Pulla Rao	Asst. Professor	Member
19	K.Lalitha Bhavani	Asst. Professor	Member

The Chairman of the BOS Extended a formal welcome to the members and handed over the proceedings to the Head of the Department.

Minutes of the 4th BOS Meeting

Item No.1:

➤ **Reviewed and approved the MBA Course Structure under V21 Regulations.**

The Chairman of BOS proposed the New course structure under V21 Regulations for the Academic year 2021-22. After considering the suggestions made by all BOS members the course structure was modified accordingly and was approved by BOS. The approved course structure was enclosed under Annexure-1

Item No.2:

➤ **Reviewed and approved the syllabi for the Courses offered in 1st and 2nd Semesters under V21 Regulations.**

The Chairman of BOS proposed the New Syllabi under V21 Regulations for the Academic year 2021-22. After considering the suggestions made by all BOS members the Syllabi was modified accordingly and was approved by BOS. The approved Syllabi was enclosed under Annexure-2

Item No.3:

➤ **To design and approve the Syllabus for Managerial Economics and Financial Analysis for Engineering Branches under V20 Regulations.**

The Syllabi of Managerial Economics and Financial Analysis under V20 Regulations has been approved by BOS. The approved Syllabi was enclosed under Annexure-3

Item No.4:

➤ **To design and approve the syllabus for Cost Management of Engineering Projects and Research Methodology and IPR for M.Tech Courses under V21 Regulations.**

The Syllabi of Cost Management of Engineering Projects and Research Methodology and IPR under V21 Regulations has been approved by BOS. The approved Syllabi was enclosed under Annexure-4

Item No.5:

➤ **Review of MBA Results**

The semester wise result of MBA 2018 admitted batch (All semesters) and the results of MBA 2019 admitted batch (1,2 & 3 Semesters) were presented before the BOS and they expressed their satisfaction towards the progress report. The details are attached under Annexure-5.


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Pedatadepalli, TADEPALLIGUDEM - 534 101, W.G. Dist, (A.P.)
Department of Management Studies (MBA)
Course Structure MBA (Regular) – V21 Regulations

(Effective for the students admitted into first year from the Academic Year 2021-2022)

Semester-I

SNo	Course Code	Course	L	P	C	I	E	TM
1	V21MBT01	Management Theory & Organizational Behaviour	4	--	4	30	70	100
2	V21MBT02	Managerial Economics	4	--	4	30	70	100
3	V21MBT03	Accounting for Managers	4	--	4	30	70	100
4	V21MBT04	Legal & Business Environment	4	--	4	30	70	100
5	V21MBT05	Business Communication	4	--	4	30	70	100
6	V21MBT06	Quantitative Analysis for Business Decisions	4	--	4	30	70	100
7	V21MBL01	Business Communication & Soft Skills Lab	---	4	2	20	30	50
TOTAL			24	4	26	200	450	650

Semester-II

SNo	Course Code	Course	L	P	C	I	E	TM
1	V21MBT07	Financial Management	4	--	4	30	70	100
2	V21MBT08	Human Resource Management	4	--	4	30	70	100
3	V21MBT09	Marketing Management	4	--	4	30	70	100
4	V21MBT10	Production and Operations Management	4	--	4	30	70	100
5	V21MBT11	Business Research & Statistical Analysis	4	--	4	30	70	100
6	V21MBT12	Business Ethics & Corporate Governance	4	--	4	30	70	100
7	V21MBT13	Entrepreneurship Development	4	--	4	30	70	100
8	V21MBL02	IT Lab		4	2	20	30	50
TOTAL			28	4	30	230	520	750

Semester-III

SNo	Course Code	Course	L	P	C	I	E	TM
1	V21MBT14	Business Policy & Corporate Strategy	4	--	4	30	70	100
I		Marketing Specialization-1						
1		Elective-1	4	--	3	30	70	100
2		Elective-2	4	--	3	30	70	100
3		Elective-3	4	--	3	30	70	100
II		Finance Specialization-2						
1		Elective-1	4	--	3	30	70	100
2		Elective-2	4	--	3	30	70	100
3		Elective-3	4	--	3	30	70	100
III		HRM Specialization-3						
1		Elective-1	4	--	3	30	70	100
2		Elective-2	4	--	3	30	70	100
3		Elective-3	4	--	3	30	70	100
TOTAL			28	--	22	210	490	700

Semester-IV

SNo	Course Code	Course	L	P	C	I	E	TM
1	V21MBT24	Logistics & Supply Chain Management	4	--	4	30	70	100
I		Marketing Specialization-1						
1		Elective-4	4	--	3	30	70	100
2		Elective-5	4	--	3	30	70	100
3		Elective-6	4	--	3	30	70	100
II		Finance Specialization-2						
1		Elective-4	4	--	3	30	70	100
2		Elective-5	4	--	3	30	70	100
3		Elective-6	4	--	3	30	70	100
III		HRM Specialization-3						
1		Elective-4	4	--	3	30	70	100
2		Elective-5	4	--	3	30	70	100
3		Elective-6	4	--	3	30	70	100
	V21MBP01	Industrial Project & Viva voce	--	--	6	40	60	100
TOTAL			28	--	28	250	550	800
GRAND TOTAL			108	08	106	890	2010	2900

L-LECTURE HOURS, P-PRACTICAL HOURS, C-CREDITS, I-INTERNAL MARKS, E-EXTERNAL MARKS, TM-TOTAL MARKS

Dual Specialization:

The Specialization papers will be offered in the areas of Marketing, Finance, and Human Resource Management (HRM). The students should choose any **Two** of the listed Specialization areas in the beginning of the third semester of MBA. Specialization will be offered subject to a minimum of 20 students.

Semester-III

Specialization I: Marketing

<i>S.No.</i>	<i>Course Code</i>	<i>Course</i>
1	V21MBT15	Consumer Behavior
2	V21MBT16	Retail Management
3	V21MBT17	Digital & Social Media Marketing

Specialization II: Finance

<i>S.No.</i>	<i>Course Code</i>	<i>Course</i>
1	V21MBT18	Security Analysis & Portfolio Management
2	V21MBT19	Banking & Insurance Management
3	V21MBT20	Business Taxation & Planning

Specialization III: HRM

<i>S.No.</i>	<i>Course Code</i>	<i>Course</i>
1	V21MBT21	Labour Welfare & Legislations
2	V21MBT22	Performance Evaluation & Compensation Management
3	V21MBT23	Strategic Human Resource Management

Semester-IV

Specialization I: Marketing

S.No.	Course Code	Course
4	V21MBT25	Sales and Distribution Management
5	V21MBT26	Services Marketing
6	V21MBT27	Advertising & Brand Management

Specialization II: Finance

S.No.	Course Code	Course
4	V21MBT28	Financial Derivatives
5	V21MBT29	Financial Markets & Services
6	V21MBT30	Advanced Management Accounting

Specialization III: HRM

S.No.	Course Code	Course
4	V21MBT31	Human Resource Metrics & Analytics
5	V21MBT32	Management of Industrial Relations
6	V21MBT33	International Human Resource Management

MBA Syllabus

MBA: First Year - First semester
V21MBT01: MANAGEMENT THEORY & ORGANIZATIONAL BEHAVIOUR
(Effective for the students admitted into first year from the Academic Year 2021-2022)

L T P C
4 0 0 4

Course Outcomes:

Students are able to....

1. Understand the fundamentals of management and develop holistic perspective towards an organization. (K1)
2. Construct the models of decision making and controlling in an organizational context. (K2)
3. Describe various dimensions of individual behavior. (K1)
4. Identify the dynamics of group and also emerge as a good team member.(K2)
5. Demonstrate their leadership qualities and understand the culture of an organization. (K3)
6. Apply Managerial concepts for solving Business Management problems.(K3)

Unit-I:

Role of Management – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioral – Systems – Contingency

Unit-II:

Decision Making and Controlling – Process – Techniques. Planning – Process – Problems- Making it Effective. Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective.

Unit-III:

Organizational Behavior – Introduction to OB – Organizing Process – Departmentation Types – Making Organizing Effective - Understanding Individual Behavior – Perception – Learning – Personality Types – Johari window- Transactional Analysis

Unit-IV:

Group Dynamics and Motivation – Benefits of Groups – Types of Groups – Group Formation and Development, Motivation – Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler

Unit-V:

Leadership and Organizational Culture and Climate: Leadership – Theories of Leadership - Managerial Grid – Transactional vs. Transformational Leadership – Qualities of good Leader, Change Management – Conflict Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Essentials of Management- An International Perspective, 8th Edition, Koontz & Werich, TMH
2. Management: Text & Cases, 2nd Edition, Satya Raju & Parthasarthy ,PHI
3. Business Organization and Principles of Management, A. Roy, TMH
4. Management, Text & Cases, V.S. P. Rao &Harikrishna, Excel Books,2009
5. Mgmt. Concept & Strategies, Chandan, Vikas Publications
6. Management Science, Rao, Scitech
7. Principal & Practice of Management. Ghanekar, EPH,2005
8. Principal & Practice of Management, Amrita Singh, EPH
9. Organizational Behavior, Stephen P. Robbins,16th Edition, Pearson Education.
10. Organizational Behaviour,4th Edition, S.S.Khanka, S.Chand,2002
11. Organizational Behavior 1st Edition, Mishra .M.N ,Vikas Publishing
12. Organizational behavior, Pierce Gardner, Cengage, Weihrich&Aryasri, TMH,2009.
13. Organizational Behaviour, Subbarao P, Third Revised Edition, Himalaya Publishing House,2017.
14. Organizational Behaviour, Sarma, Jaico Publications,2009.

MBA: First Year - First semester
V21MBT02: MANAGERIAL ECONOMICS
(Effective for the students admitted into first year from the Academic Year 2021-2022)

L T P C
4 0 0 4

Course Outcomes:

Students are able to....

1. Describe the concepts of Managerial economics in managerial decision making. (K1)
2. Infer the relationship between Price, demand & supply and determine changes in market equilibrium. (K2)
3. Explain the relationship between inputs and productivity using various production functions and their applicability in real world business. (K2)
4. Describe various cost structures and determine the relationship between costs and output in short and long run. (K2)
5. Describe the profit maximizing price and output in various competitive markets in short and long run. (K2)
6. Interpret problems related to Micro Economics and Business by studying practical cases. (K3)

UNIT 1:

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time perspective, Risk & uncertainty.

UNIT 2:

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – law of Supply, Elasticity of Supply -Need for Demand forecasting, forecasting techniques.

UNIT 3:

Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT 4:

Cost and Revenue Analysis: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory –Envelop shaped long run curve- Total, Average and Marginal cost and revenue curves– Cost - Volume – Profit analysis

UNIT 5:

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Managerial Theories of a firm. .

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
10. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.

MBA: First Year - First semester
V21MBT03: ACCOUNTING FOR MANAGERS

(Effective for the students admitted into first year from the Academic Year 2021-2022)

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Course Outcomes:

Students are able to....

1. Understand Nature, objectives and principles of financial accounting. (K1)
2. Prepare the financial statements of organization. (K3)
3. Apply various tools to analysis the financial position of the organization. (K3)
4. Describe the fundamental concepts of cost accounting which help the organization in decision making. (K2)
5. Quote the contemporary practices in the area of financial accounting. (K1)
6. Interpret problems related to Accountancy by studying practical cases. (K3)

Unit-I:

Introduction to Financial Accounting: Definition – Nature – Scope - Objectives – Users of Accounting Information – Accounting Principles: Concepts and Conventions – Accounting Standards.
Branches of Accounting: Financial Accounting – Cost Accounting – Management Accounting.

Unit-II:

Accounting Cycle & Preparation of Financial Statements: Book keeping, **Double Entry System, Classification of Accounts – Journal – ledger and Trial Balance preparation.** Capital and Revenue Expenditure. **Preparation** of Final Accounts: Trading, profit and loss account and Balance Sheet – Straight line and diminishing balance methods of depreciation. (Simple Problems)

Unit-III:

Financial Statement Analysis: Comparative - Common size, Trend Analysis, Ratio Analysis – Funds Flow Statement Analysis – Cash Flow Statement Analysis (Simple problems)

Unit-IV:

Cost Accounting for Managerial Decisions: Meaning of Cost, Costing, cost accounting, Classification of Costs, Elements of Cost and Preparation of Cost Sheet. Marginal Costing: Break Even Analysis (Simple problems)

Unit-V:

Contemporary Developments in Accounting: Window Dressing, Methods of Window dressing, **Ethical issues in preparation of accounts.** Human Resource Accounting - Responsibility Accounting – Reporting to Management (Theory) – Automation of accounting function

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. G .Prasad& V. Chandra Sekhara Rao, Accounting for managers, jai Bharat publications.
2. Jelsy Joseph Kuppapally – Accounting for Managers – PHI (2008).
3. I.M. Pandey: Management Accounting, Third Revised Edition, Vikas Publishing House. New Delhi.
4. Jawaharlal, Accounting for Management, Himalaya, Mumbai,2012
5. Khan and Jain, Management Accounting, 5th Edition, Tata Mc Graw Hill, Delhi.
6. Gupta R.L. and Radhaswamy M: Advanced Accountancy, Sultan Chand Publications-2014.
7. Maheswari S.N: Advanced Accountancy, 5th Edition, Vikas Publishing House. New Delhi.
8. Grewal T.S. Introduction to Accountancy, 2009, S Chand Publishers

MBA: First Year - First semester
V21MBT04: LEGAL AND BUSINESS ENVIRONMENT
(Effective for the students admitted into first year from the Academic Year 2021-2022)

L T P C
4 0 0 4

Course Outcomes:

Students are able to....

1. Describe the basic concept of Business & its influencing factors. (K2)
2. Understand the implications of various policies and Acts pertaining to Business . (K2)
3. Recognize various sections under IC and NI ACT. (K2)
4. Identify various sections under sale of goods Act. (K2)
5. Understand the insights related to company and Partnership Act. (K2)
6. Interpret problems related to Business by studying practical cases. (K3)

Unit-I:

Introduction: Concept of Business Environment-Definition-Characteristics- Micro and Macro Environmental factors. Role of WTO, World Bank and IMF in world trade.

Unit-II:

Economic & Business Environment: Industrial Policy, 1991; Liberalisation, Privatisation and Globalisation- Foreign Trade policy –Consumer Protection Act; Consumer Rights and redressal Mechanism; Disinvestment and privatization of PSUs, Industrial sickness in India .

Unit-III:

Legal Environment: Indian Contract Act, 1872 – Classification of contracts - Essentials of valid contract – Breach of contract and remedies. Negotiable Instruments Act, 1881 – Kinds of Negotiable Instruments – Presentation and discharge of Negotiable Instruments.

Unit-IV:

Sales of Goods Act: Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller..

Unit-V:

Company and Partnership Act: Company Act 2013: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up. Indian partnership Act 1932 – Duties and Rights of partners – Dissolution.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Dutt, Rudder& KPM Sundaram, Indian Economy, S. Chand & Co. New Delhi,2016
2. Misra&Puri, Indian Economy, Himalaya Publishing House, Delhi,2015
3. Ahuja, H. L., Economic Environment of Business,7th Edition, S. Chand & Co, New Delhi
4. Adhikari,M., Economic Environment of Business, Sultan Chand & Sons, Delhi,2012
5. Fernando, A. C., Business Environment, Pearson, Delhi,2016
6. Ashwathappa, K, Essentials of Business Environment, Himalaya, Delhi,2018.
7. The Economic Times, Financial Express, Business Standard, Dailies

MBA: First Year - First semester
V21MBT05: BUSINESS COMMUNICATION

(Effective for the students admitted into first year from the Academic Year 2021-2022)

L	T	P	C
4	0	0	4

Course Outcomes:

Students are able to....

1. Understand the communication process, importance and its classification. (K2)
2. Classify among various organizational communication models. (K2)
3. Identify various influencing factors of interpersonal communication. (K2)
4. Apply various business writing skills. (K3)
5. Prepare reports for different occasions. (K3)
6. Interpret problems related to Communication by studying practical cases. (K3)

UNIT 1:

Role of Communication in Business: Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication – Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

UNIT 2:

Managing Organization Communication: Formal and Informal Communication - intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory, Johari Window and Transactional Analysis.

UNIT 3:

Motivational factors to influence Interpersonal Communication: Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – gateways to Effective Interpersonal Communication.

UNIT 4:

Business Writing Skills: Significance of Business Correspondence – Preparing agenda for meetings, recording minutes of meeting, Letter Writing (Employment related correspondence, Correspondence with Govt./Authorities, Office Orders, Enquiries and Replies), Press release, Writing CV - Telephone Communication – email and SMS etiquette.

UNIT 5:

Report Writing – Meaning and Significance-Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals, Formal Reports. Techniques of Presentation – Types of Presentation.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai,2016.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd..
- 4) R. K. Madhukar, Business Communication, VIKAS Publications,2018.
- 5) Business and Professional Communication, Texas Aandm. Sage Publications ,2017
- 6) The Basics of Communication, Steve Duck, Sage Publications,2012
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press,2015
- 8) English Grammar, RajeevanKaral, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press,2016.

MBA: First Year - First semester
V21MBT06: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

(Effective for the students admitted into first year from the Academic Year 2021-2022)

L	T	P	C
4	0	0	4

Course Outcomes:

Students are able to....

1. Recall their basic knowledge of statistics, probability and probability distributions. (K1)
2. Interpret decisions making process and familiar with various supporting tools for decision making. (K2)
3. Apply Linear Programming models for various managerial problems. (K3)
4. Employ organizational resources using Transportation and Assignment models. Formulate strategies using Game theory. (K3)
5. Apply project management techniques like PERT and CPM. (K3)
6. Interpret problems related to practical assignments. (K3)

UNIT 1:

Basic Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression analysis - Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Probability Distributions.

UNIT 2:

Introduction to Operations Research. Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process.

UNIT 3:

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements in the Simplex Tableau. (Simple problems).

UNIT 4:

Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT 5:

Network Analysis: Concepts of PERT & CPM.- Importance and Differences – Procedure for Drawing networks – identifying critical path – probability of completing the project within given time - project crashing – optimum cost and optimum duration..

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. N.D.Vohra: "**Quantitative Techniques in Management**", Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, "**Operations Research: Theory and Applications**", Macmillan Gupta S.P: "**Statistical Methods**", S. Chand and Sons, New Delhi,
3. Anand Sharma: "**Quantitative Techniques for Business decision Making**", HimalayaPublishers, New Delhi,2012;
4. D P Apte: "**Operation Research and Quantitative Techniques**", Excel Publication, New Delhi,2013
5. Hamdy, A.Taha: "**Operations Research: An Introduction**", Prentice-Hall of India, New Delhi2003.
6. Anderson: "**Quantitative Methods for Business**", Cengage Learning, New Delhi 2013
7. Sancheti, Dc & VK Kapoor, "**Business Mathematics**", S Chand and Sons, New Delhi

MBA: First Year - First semester
V21MBL01: BUSINESS COMMUNICATION AND SOFT SKILLS LAB
(Effective for the students admitted into first year from the Academic Year 2021-2022)

L T P C
0 0 4 2

Course Outcomes:

Students are able to....

1. Infer the core functioning of a Team and basic flow of communication. (K2)
2. Identify the key gestures and postures of an Individual. (K2)
3. Prepare Business correspondence letters and can prepare reports. (K3)
4. Present a topic before gatherings. (K1)
5. Interpret the importance of basic soft skills in practical context. (K3)

Unit – I

Communication and Team work: Objectives of Communication-Process of Communication- Types of communication; Team work – stages of team formation

LAB: LISTENING AND SPEAKING SKILLS- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube.(Presenting before the class). Team games.

Unit – II

Non verbal communication and Body Language: Kinesics, Proxemics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures.

LAB: Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

Unit – III

Written communication: mechanics of writing, report writing- business correspondence-business letter format- Meetings and managing meetings- Resume writing-Formats and Skills.

LAB: Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

Unit- IV

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques.

LAB: Designing presentations and enhancing presentation skills.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Mallika Nawal: —Business Communication, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: —Business Communication, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: —Organisational Communication, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Dasl —Business Communication, PHIPrivate Limited, New Delhi, 2009.
7. R.K.Madhukar: —Business Communication, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:—Business and Professional Communication, SAGE,New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: —Business Communication, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: —Business Communication Skills, Everest Publishing House, New Delhi,2011

MBA: First Year - Second semester
V21MBT07: FINANCIAL MANAGEMENT

(Effective for the students admitted into first year from the Academic Year 2021-2022)

L	T	P	C
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Course Outcomes:

Students are able to....

1. Understood the fundamental concepts of financial Management. (K2)
2. Construct optimal capital structure by identification of financial sources and evaluating cost of capital. (K2)
3. Identify long term investment projects by applying capital budgeting techniques. (K2)
4. Understood the concept of dividend decisions and able to measure the dividend. (K2)
5. Apply the concepts of working capital, cash, and receivables management. (K3)
6. Interpret problems related to Business Finance by studying practical cases.(K3)

UNIT 1:

Financial Management: Concept - Nature and Scope - Evolution of financial Management objectives of financial Management - Profit maximization- Wealth maximization and EPS maximization – Major decisions of financial manager Challenges of Financial manager in contemporary scenario.

UNIT-II

Financing Decisions: Sources of finance - Concept of leverages - Operating, Financial and combined leverages - financial effects of leverages –EBIT – EPS analysis. Cost of Capital: Marginal vs Weighted Average Cost of Capital – Theories of Capital Structure.

UNIT -III

Investment Decisions: Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non Discounting Methods.

UNIT-IV

Dividend Decisions: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividend Policy and Models of Dividend valuation (Walter & Gordon models) – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT-V

Liquidity Decisions: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. P.Vijaya Kumar, P.S. Ravindra, Kiran Kumar, “Financial Management”, Himalaya Publishing House PVT Ltd, 2014.
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi, 2012
3. Brigham, E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
8. Pradip Kumar Sinha: “**Financial Management**”, Excel Books, New Delhi, 2009.
9. Vyuptakesh Sharan: “**Fundamentals Financial Management**”, Pearson, New Delhi, 2012.

MBA: First Year - Second semester
V21MBT08: HUMAN RESOURCE MANAGEMENT
(Effective for the students admitted into first year from the Academic Year 2021-2022)

L T P C
4 0 0 4

Course Outcomes:

Students are able to....

1. Understand the fundamentals of HRM with a global perspective. (K2)
2. Estimate the type and number of personnel required to the organization in future by considering the demand and supply of manpower. (K2)
3. Apply various methods of performance evaluation to assess the performance of employees. (K3)
4. Identify the compensation system that conforms to the legal framework. (K2)
5. Understand the functionality of trade unions and also have ability to balance between work and life. (K2)
6. Interpret problems related to Human Resources by studying practical cases. (K3)

UNIT 1:

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department - HRM at global perspective challenges – cross-cultural problems – emerging trends in HRM.

UNIT 2:

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting- Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques – Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis –job description and specifications - Management development - HRD concepts.

UNIT 3:

Performance Evaluation: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors-.

UNIT 4:

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job Evaluation- Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms-Fringe Benefits-ESOPs - Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level

UNIT 5:

Managing Industrial Relations: Trade Unions - Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms- Quality of Work Life (QWL).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. K Aswathappa: “***Human Resource and Personnel Management***”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “***Human Resource Management and Industrial Relations***”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “***Human Resource Management: A South-Asian Perspective***”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “***Personnel and Human Resource Management-Text and Cases***”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “***Human Resource Management***”, Excel Books, New Delhi, 2010

MBA: First Year - Second semester
V21MBT09: MARKETING MANAGEMENT

(Effective for the students admitted into first year from the Academic Year 2021-2022)

L T P C
4 0 0 4

Course Outcomes:

Students are able to....

1. Understand the Basic marketing concepts. (K1)
2. Classify between the market Segmentation and Positioning strategies. (K2)
3. Identify various pricing methods and pricing strategies.(K2)
4. Demonstrate the various communication tools in marketing.(K3)
5. Estimate the distribution Strategies required for effective marketing chain.(K2)
6. Apply marketing concepts in solving marketing problems of organizations. (K3)

UNIT -I

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept-Green Marketing concept - Indian Marketing Environment.

UNIT -II

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

UNIT -III

Product and Pricing Aspects: Product – Product Mix - Product Life cycle - Branding- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes.

UNIT -IV

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force– Determining the Sales Force Size - Sales force Compensation.

UNIT -V

Distribution, Marketing Organization and Control: Channels of Distribution- Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Phillip Kotler: —Marketing Management —, Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: —Marketing Management—, Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
4. Tapan K Panda: “Marketing Management—, Excel Books, New Delhi, 2012
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: —Marketing—, Oxford University Press, Chennai, 2013

V21MBT10: PRODUCTION & OPERATIONS MANAGEMENT

(Effective for the students admitted into first year from the Academic Year 2021-2022)

L	T	P	C
4	0	0	4

Course Outcomes:

Students are able to....

- 1) Understand the evolution and fundamental concepts of production and operations management. (K2)
- 2) Understand the production planning and control strategies. (K2)
- 3) Assess the concepts of Waste Management, Quality Assurance, Quality Circles and application of various Statistical Quality Control techniques. (K3)
- 4) Understand basic concepts of Quality Improvement tools like six sigma, ISO 9000-2000 clauses and coverage and factors effecting Productivity. (K2)
- 5) Apply various stores management and Inventory Control techniques. (K3)
- 6) Interpret problems related to Operations Management by studying practical cases. (K3)

UNIT 1:

Introduction: Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes.

UNIT 2:

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement – Work Sampling.

UNIT 3:

Managing of Work Environment: –Automation --Technology Management – Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans.

UNIT 4:

Quality Improvement: Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT 5:

Stores Management: Purchase functions and Procedure - Objectives of Stores Management – Requirements for efficient-Management of Stores – safety stock- Different Systems of Inventory Control -Inventory control techniques- EOQ, ABC, VED and FNSD analysis- JIT, VMI

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. AlanMuhlemann, JohnOakland,jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi,2013
6. O.P.Khanna, “ Industrial Engineering and Management” Dhanpad Rai Publications

MBA: First Year - Second semester
V21MBT11: BUSINESS RESEARCH & STATISTICAL ANALYSIS
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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4 0 0 4

Course Outcomes:

Students are able to....

1. Understand the concept of research, research process in detail. (K1)
2. Understand various scaling techniques and research report preparation process. (K2)
3. Apply various statistical tools to test hypothesis. (K3)
4. Describe Bivariate and Multivariate analysis concepts. (K2)
5. Apply SPSS for Hypothesis testing. (K3)
6. Interpret problems related to Business Research by studying practical cases. (K3)

UNIT 1:

Introduction : Nature and Importance of research, The role of business research, Research process, types of research, Defining Research Problem. Research Design –Types of Research design-Sampling and Sampling Design – Sampling Methods –Probability and Non probability sampling. Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data- Designing of Questionnaire.

UNIT 2:

Measurement and Scaling – Nominal Scale – Ordinal Scale –Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale. Editing – Coding – Classification of Data – Tabulation and Graphic representation of data.

UNIT 3:

Data Analysis: Formulation of hypothesis-types of hypothesis- Null and Alternate - Type I and Type II errors, Large Sample Vs Small Sample; Procedure for testing of Hypothesis –parametric tests ; Z tests – One mean – Two mean – one Proportion – Two Proportion tests, t- distribution tests – One mean, Two mean & paired tests.

UNIT 4:

F- test and ANOVA – Calculation of F Value - one way (Completely Randomized Design) and two ways tests (Randomized Block Design) - Chi - Square tests - Goodness of fit- test for Independence of attributes – Concepts of Bivariate and Multivariate analysis.

UNIT 5:

Research Report Writing: Structure and components of Research reports, Types of reports, characteristics of good report. Format & common content's in reports. Preparation & Presentation of reports. Introduction to basics of SPSS

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: “**Research Methodology**”, Everest Publishing House, New Delhi, 2010.
7. Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011.
8. Ranjit Kumar: “**Research Methodology**”, Pearson,New Delhi,2012.
9. Deepak Chawla , Neena Sondhi: “**Research Methodology, Concepts and Cases**” Vikas Publishing House, New Delhi, 2011.
10. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2011.

MBA: First Year - Second semester
V21MBT12: BUSINESS ETHICS & CORPORATE GOVERNANCE
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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COURSE OUTCOMES:

Students are able to....

1. Understand the importance of ethics and ethical practices at work place. (K2)
2. Recall various factors influencing Business ethics in India. Also get understanding of various scams. (K1)
3. Understand the ethical practices in functional areas such as Marketing, Hrm & Finance. (K2)
4. Understand the overview of corporate governance in India. (K2)
5. Report various governance issues related to Directors and Auditors. (K2)
6. Interpret problems related to Business Ethics by studying practical cases. (K3)

UNIT 1:

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions.

UNIT 2:

Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams.

UNIT 3:

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product-Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector.

UNIT 4:

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives.

UNIT 5:

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. S.K.Mandal: "Ethics in Business and Corporate Governance", TMH, New Delhi, 2012.
2. Marianne M Jennings: "Cases in Business Ethics", Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: "Business Ethics and Corporate Governance", Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: "A Case Book on Corporate Governance and Stewardship", TMH., New Delhi, 2011.
5. A.C.Fernando: "Business Ethics and Corporate Governance", Pearson Publishers, New Delhi, 2013.

MBA: First Year - Second semester
V21MBT13: ENTREPRENEURSHIP DEVELOPMENT
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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COURSE OUTCOMES:

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

CO1: Understand the foundations of Entrepreneurship and its importance. (K1)

CO2: Develop viable business ideas and understand entrepreneurial eco system. (K3)

CO3: Develop new projects and preparation of detailed project report. (K3)

CO4: Understand the importance of MSME's in the economic development of a nation.(K2)

CO5: Identify various sources of Entrepreneurial support organizations. (K2)

CO6: Interpret problems related to Entrepreneurs by studying practical cases. (K3)

UNIT 1

Entrepreneurship: Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs, Opportunities for women entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

UNIT2

Innovation: Sources of business idea-Idea generation- Ideal validation- idea screening process-market sizing techniques- innovation and creativity for aspiring entrepreneurs- incubation- startup eco system

UNIT 3

Planning and Evaluation of Projects: Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study – Elements of a project report- preparation of DPR. Post Planning of Project-Project Planning and Control.

UNIT 4

Small and Micro Enterprises: Importance, definition of Tiny, Micro, Small and medium scale units – policies and their support to MSMEs - growth and growth strategies – registration process of MSME- MSMED Act 2006.

UNIT 5

Institutional Support to Entrepreneur and MSMEs: Role of Government - Role of SIDBI, - Central Government Institutions – SIDO, NSIC, EDII, AISSIB, DST. State Government Institutions - DIC, TCOs, Commercial Banks.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Arya Kumar: "Entrepreneurship", Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: "Entrepreneurship", Cengage Learning, New Delhi,
3. K. Ramachandran: "Entrepreneurship Development", TMH, New Delhi, 2012
4. B. Janakiram, M Rizwana: "Entrepreneurship Development" Excel Books, New Delhi, 2011
5. Rajeev Roy: "Entrepreneurship", Oxford University Press, New Delhi, 2012

5. P. C. Shejwalkar: "Entrepreneurship Development", Everest Publishing House, New Delhi, 2011

MBA: First Year - First semester
V21MBL02: INFORMATION TECHNOLOGY LAB (100% Lab)
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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Course Outcomes:

Students are able to...

1. Prepare various office reports using MS-Office. (K3)
2. Understand the basics of SPSS and descriptive and inferential Statistical techniques using SPSS (K2)
3. Employ math and simulation in R (K3)

UNIT-I:

Introduction to MS-Office: Introduction to various softwares used in business & their significance in the current business environment. Introduction to MS Office and its application in preparation of reports.

UNIT-II:

Introduction to SPSS: Overview of SPSS: Mouse and keyboard processing, frequently used dialog boxes, Editing output, Printing results, Creating and editing a data file. Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, Merging files.

Graphs & Frequencies: Creating and editing graphs and charts - Frequencies, bar charts, histograms, percentiles.

Descriptive Statistics: Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analysis, The means Procedure. Bivariate Correlation: Bivariate Correlation, Partial Correlations and the correlation matrix.

UNIT-III:

R Programming:

1. Demonstrate Vector, Matrix & Array operations in R, Demonstrate Data frames and Lists in R
2. Illustrate 'if and else', 'if else', & 'switch' control statements in R
3. Demonstrate 'for and while loops', 'Importing and exporting data' in R
4. Illustrate the descriptive statistics using summary() in R
5. Illustrate Bar Plots, Pie Charts & Histograms using R

Text Books:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012
2. Oracle Database 11g The Complete Reference by Oracle Press, Kevin Loney
3. R for Everyone, Jared P Lander, Pearson
4. R in Action, Rob I Kabacoff, Manning

References:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

V20MBT51: MANAGERIAL ECONOMICS & FINANCIAL ANALYSIS

(Effective for the students admitted into first year from the Academic Year 2020-2021)

(Common to all Engineering Branches under V20 Regulations)

L T P C

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COURSE OUTCOMES:

C01: Understand the basic concepts of managerial economics, demand, elasticity of demand and methods of demand forecasting. (K2)

C02: Interpret production concept, least cost combinations and various costs concepts in decision making. (K3)

C03: Differentiate various Markets and Pricing methods along with Business Cycles (K2)

C04: Prepare financial statements and its analysis. (K3)

C05: Assess various investment project proposals with the help of Capital Budgeting techniques for decision making. (K3)

Unit-I

Introduction to Managerial Economics and demand Analysis: Definition of Managerial Economics and Scope-Managerial Economics and its relation with other subjects-Concept of Demand-Types-Determinants-Law of Demand its Exceptions-Elasticity of Demand-Types and Measurement- Demand forecasting and its Measuring Methods.

Unit-II

Production and Cost Analysis: Production function-Iso-quants and Iso-cost-Law of Variable proportions- Cobb-Douglas Production function-Economies of Scale-Cost Concepts- Opportunity Cost-Fixed vs Variable Costs-Explicit Costs vs Implicit Costs- Cost Volume Profit analysis- Determination of Break-Even Point- BEP Chart (Simple Problems).

Unit-III

Introduction To Markets, Pricing Policies & forms of Organizations and Business Cycles: Market Structures: Perfect Competition, Monopoly, Monopolistic and Oligopoly – Features – Price, Out-put Determination – Methods of Pricing: Evolution of Business Forms - Features of Sole Trader – Partnership – Joint Stock Company – State/Public Enterprises. Business Cycles – Meaning and Features – Phases of Business Cycle.

Unit-IV

Introduction to Accounting & Financing Analysis: Introduction to Double Entry System – Preparation of Financial Statements- Trading Account, Profit & Loss Account and Balance Sheet - Ratio Analysis – (Simple Problems).

Unit-V

Capital and Capital Budgeting: Capital Budgeting: Meaning of Capital-Capitalization-Meaning of Capital Budgeting-Need for Capital Budgeting-Techniques of Capital Budgeting-Traditional and Modern Methods.

TEXT BOOKS

1. Dr. N. AppaRao, Dr. P. Vijay Kumar: 'Managerial Economics and Financial Analysis', Cengage Publications, New Delhi – 2011
2. Dr. A. R. Aryasri – Managerial Economics and Financial Analysis, TMH 2011
3. Prof. J.V.Prabhakararao, Prof. P. Venkatarao. 'Managerial Economics and Financial Analysis', Ravindra Publication.

REFERENCES:

1. Dr. B. Kuberudu and Dr. T. V. Ramana: Managerial Economics & Financial Analysis, Himalaya Publishing House, 2014.
2. V. Maheswari: Managerial Economics, Sultan Chand.2014
3. Suma Damodaran: Managerial Economics, Oxford 2011.
4. VanithaAgarwal: Managerial Economics, Pearson Publications 2011.
5. Sanjay Dhameja: Financial Accounting for Managers, Pearson
- . 6. Maheswari: Financial Accounting, Vikas Publications.
7. S. A. Siddiqui&Amp; A. S. Siddiqui: Managerial Economics and Financial Analysis, New Age International Publishers, 2012
8. Ramesh Singh, Indian Economy, 7th Edn., TMH2015
9. Pankaj Tandon A Text Book of Microeconomic Theory, Sage Publishers, 2015
10. Shailaja Gajjala and Usha Munipalle, Univerties press, 201

III Semester	Cost Management of Engineering Projects(Open Elective)	Course code: V21MBT56	L-T-P 3-0-0	Credit 3
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Pre-requisite: MEFA & Management Science

Course Outcomes: At the end of the course, students should be able to

- Understand the cost management process and various costs involved in a project (K2)
- Understand various aspects of a project and related processes. (K2)
- Analyze the concepts of Break even and CVP analysis. (K3)
- Demonstrate quality management techniques besides budgeting strategies (K2)
- Apply quantitative techniques for cost management (K4)

Unit 1: Introduction and Overview of the Strategic Cost Management Process: Cost concepts in decision-making; relevant cost, Differential cost, Marginal cost, Incremental cost and Opportunity cost. Objectives of Costing System; Creation of a Database for operational control; Provision of data for Decision-Making.

Unit 2 : Project Management: Meaning, Different types of projects. **Various stages of project execution:** conception to commissioning, Project execution as a conglomeration of technical and nontechnical activities, Detailed Engineering activities, Pre project execution, main clearances and documents. **Project team:** Role of each member, Importance of Project site. Project contracts: Types and its contents. CPM & PERT Techniques.

Unit 3: Cost Behavior and Profit Planning: Marginal Costing, Distinction between Marginal Costing and Absorption Costing; Break-even Analysis, Cost-Volume-Profit Analysis, Standard Costing and Variance Analysis.

Unit 4:Quality management and Budgeting strategies: Pareto Analysis, Target costing, Life Cycle Costing, Just-in-time approach, Material Requirement Planning, Enterprise Resource Planning, Total Quality Management and Theory of constraints. Activity-Based Cost Management, Bench Marking; Balanced Score Card and Value-Chain Analysis. **Budgetary Control;** Flexible Budgets; Performance budgets; Zero-based budgets. Measurement of Divisional profitability pricing & decisions including transfer pricing.

Unit 5: Quantitative techniques for cost management, Linear Programming, Transportation problems, Assignment problems, Simulation, Learning Curve Theory

Reference Books:

1. Cost Accounting A Managerial Emphasis, Prentice Hall of India, New Delhi
2. Charles T. Horngren and George Foster, Advanced Management Accounting
3. Robert S Kaplan Anthony A. Alkinson, Management & Cost Accounting
4. Ashish K. Bhattacharya, Principles & Practices of Cost Accounting A. H. Wheeler publisher
5. N.D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill Book Co. Ltd.

I-I	Research Methodology and IPR	Course Code: V21MBT55	L	T	P	C
			2	0	0	2

Course Outcomes: After completion of course, students would be able to

- CO1:** Discuss different methodologies and techniques used in research work. (K2)
- CO2:** Explain basic computer skills necessary for the conduct of research. (K2)
- CO3:** Assess the basic function and working of analytical instruments used in research. (K3)
- CO4:** Practice the required numerical skills necessary to carry out research. (K3)
- CO5:** Demonstrate a capacity to identify, apply and assess ownership rights and marketing protection under intellectual property law as applicable to information, ideas, new products and product marketing. (K3)

UNIT 1: Meaning of research problem, Sources of research problem, Criteria Characteristics of a good research problem, Errors in selecting a research problem, Scope and objectives of research problem. Approaches of investigation of solutions for research problem, data collection, analysis, interpretation, Necessary instrumentations

UNIT 2: Effective literature studies approaches, analysis Plagiarism, Research ethics, Effective technicalwriting, how to write report, Paper Developing a Research Proposal, Format of research proposal,a presentation and assessment by a review committee

UNIT 3: Nature of Intellectual Property: Patents, Designs, Trade and Copyright. Process of Patenting andDevelopment: technological research, innovation, patenting, development. International Scenario:International cooperation on Intellectual Property. Procedure for grants of patents, Patentingunder PCT.

UNIT 4: Patent Rights: Scope of Patent Rights. Licensing and transfer of technology.Patent informationand databases.Geographical Indications.

UNIT 5: New Developments in IPR: Administration of Patent System. New developments in IPR; IPR ofBiological Systems, Computer Software etc.Traditional knowledge Case Studies, IPR and IITs.

REFERENCES:

- (1) Stuart Melville and Wayne Goddard, "Research methodology: an introduction for science& engineering students"
- (2) Wayne Goddard and Stuart Melville, "Research Methodology: An Introduction"
- (3) Ranjit Kumar, 2nd Edition, "Research Methodology: A Step by Step Guide for beginners"
- (4) Halbert, "Resisting Intellectual Property", Taylor & Francis Ltd ,2007.
- (5) Mayall, "Industrial Design", McGraw Hill, 1992.
- (6) Niebel, "Product Design", McGraw Hill, 1974.
- (7) Asimov, "Introduction to Design", Prentice Hall, 1962.
- (8) Robert P. Merges, Peter S. Menell, Mark A. Lemley, " Intellectual Property in New Technological Age", 2016.
- (9) T. Ramappa, "Intellectual Property Rights Under WTO", S. Chand, 2008

ANNEXURE – 5

RESULT ANALYSIS OF MBA 2018 ADMITTED BATCH

NAME OF THE EXAM: **MBA I Semester Regular. December – 2018**

S. No.	Programme	Appeared	Passed	Fail	Pass %	Single Course Failures	Pass % (If single Course failures could be avoided)
1.	MBA	58	43	15	74.14	10	91.38

NAME OF THE EXAM: **MBA II Semester Regular. May – 2019**

S. No.	Programme	Appeared	Passed	Fail	Pass %	Single Course Failures	Pass % (If single Course failures could be avoided)
1.	MBA	57	46	11	80.7	9	96.49

NAME OF THE EXAM: **MBA III Semester Regular. December – 2019**

S. No.	Programme	Appeared	Passed	Fail	Pass %	Single Course Failures	Pass % (If single Course failures could be avoided)
1.	MBA	54	45	9	83.33	9	100

NAME OF THE EXAM: **MBA IV Semester (V18) Regular. September – 2020**

S. No.	Programme	Appeared	Passed	Fail	Pass %
1.	MBA	54	48	6	88.89

RESULT ANALYSIS OF MBA 2019 ADMITTED BATCH

NAME OF THE EXAM: MBA I Semester Regular. February – 2020

S. No.	Programme	Appeared	Passed	Fail	Pass %
1.	MBA	61	57	4	93.44

NAME OF THE EXAM: MBA II Semester Regular. November – 2020

S. No.	Programme	Appeared	Passed	Fail	Pass %
1.	MBA	62	58	4	93.55

NAME OF THE EXAM: MBA III Semester Regular. March – 2021

S. No.	Programme	Appeared	Passed	Fail	Pass %
1.	MBA	62	60	2	96.77

All BOS members expressed their satisfaction on the pass percentage and performance of students in examinations.



Dr. G.V.Subba Raju
Chairman
BOS in Management Studies

