



**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR
(AUTONOMOUS)
Department of Management Studies**

I MBA – I Semester

Sl. No.	Course Code	Course Title	L	T	P	C
1.	19MB9001	Management & Organizational Behavior	4	-	-	4
2.	19MB9002	Accounting for Managers	4	-	-	4
3.	19MB9003	Business Law and Regulations	4	-	-	4
4.	19MB9004	Business Statistics for Managers	4	-	-	4
5.	19MB9005	Managerial Economics	4	-	-	4
6.	19MB9006	Management Information System	3	-	-	3
7.	19MB9007	Business Communications	2	-	-	2
8.	19HS0811	Communicative English Lab	-	-	2	1
		Total	25	-	2	26

IMBA – II Semester

Sl. No.	Course Code	Course Title	Scheme of Instruction			
			L	T	P	C
1.	19MB9008	Human Resources Management	4	-	-	4
2.	19MB9009	Financial Management	4	-	-	4
3.	19MB9010	Marketing Management	4	-	-	4
4.	19MB9011	Business Research Methods	4	-	-	4
5.	19MB9012	Operations Management	3	-	-	3
6.	19MB9013	Operations Research	4	-	-	4
7.	19MB9014	Advanced Studies on Indian Economy & Policy	2	-	-	2
8.	19MC9151	Fundamentals of Computer and Information System Lab	-	-	2	1
Audit Course						
	19HS0822	Human Values and Professional Ethics for Managers	2	-	-	-
		Total	27	-	2	26

IIMBA – I Semester

Sl. No	Course Code	Course Title	Scheme of Instruction			
			L	T	P	C
1.	19MB9015	Business Ethics and Corporate Governance	4	-	-	4
2.	19MB9016 19MB9017 19MB9018 19MB9019 19MB9020	Open Electives – I Entrepreneurship Development Spiritual Management Basics of Business Process Outsourcing Agri-Business Management Export and Import Management	4	-	-	4
3.	Elective Courses – I					
	19MB9021	Investment Analysis and Portfolio Management	4	-	-	4
	19MB9022	Sales and Distribution Management				
	19MB9023	Performance Management Systems				
	19MB9024	Enterprise Resource Planning				
4.	Elective Courses – II					
	19MB9025	Risk Management and Insurance	4	-	-	4
	19MB9026	Advertising and sales Promotion Management				
	19MB9027	Knowledge Management				
	19MB9028	Data warehousing and Mining				
5.	Elective Courses – III					
	19MB9029	Financial Markets and Services	4	-	-	4
	19MB9030	Consumer Behavior				
	19MB9031	Training and Development				
	19MB9032	Supply Chain Management				
6.	Elective Courses – IV					
	19MB9033	Cost and Management Accounting	4	-	-	4
	19MB9034	Product and Brand Management				
	19MB9035	Human Resource Planning				
	19MB9036	E- Business				
7.	19MB9037	Industry Analysis & Report Presentation	-	-	2	1
8.	19MB9038	Business Simulation Lab	-	-	2	1
		Total	24	-	4	26

II MBA – II Semester

Sl. No	Course Code	Course Title	Scheme of Instruction			
			L	T	P	C
1.	19MB9039	Strategic Management	4	-	-	4
2.	19MB9040	Open Electives – II Green Business Management	4		-	4
	19MB9041	World Trade Organization & Intellectual Property Rights				
	19MB9042	Cross Culture Management				
	19MB9043	Innovation Technology Management				
	19MB9044	Organizational Culture & Teamwork				
3.	Elective Courses– V					
	19MB9045	Financial Derivatives	4	-	-	4
	19MB9046	Services Marketing				
	19MB9047	Organizational Change and Development				
	19MB9048	Data Communication and Network Analysis				
4.	Elective Courses – VI					
	19MB9049	International Financial Management	4	-	-	4
	19MB9050	International Marketing				
	19MB9051	International Human Resource Management				
	19MB9052	Corporate Information Management				
5.	19MB9053	Seminar on Contemporary Issues of Management	-	-	4	2
6.	19MB9054	Project Work & Viva voce	-	-	12	6
		Total	16	-	16	24

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(19MB9001) MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

COURSE OBJECTIVES

1. *To help the students understand the concept, functions, responsibilities of management and also about various tools and techniques used to perform the managerial job.*
2. *To enable students understand the importance of human behaviour, variations in the behaviour of the people in individual and group situations and the reasons for the variance.*
3. *To gain an understanding about the organizational system, culture, change and development to enhance the performance of the organization.*

COURSE OUTCOMES

After the completion of course Students will be able to:

1. *Able to describe the basic principles, levels, skills of management and management theories and apply the concepts in real world.*
2. *Analyze the various managerial functions to be performed and decision making in different contexts.*
3. *Recognize, differentiate and assess for an individual, the concept of perception, values, attitudes and personality.*
4. *Comprehend the various theories of motivation, leadership, and explore group dynamics for the benefit of the organizations.*
5. *Apply leadership skills in different organizational contexts and lead the people.*

UNIT – I

Introduction to Management: Definition, Characteristics, Objectives, Nature, Scope, Significance - Functions and Principles of Management - Management vs. Administration - Managerial Roles, Levels, Skills and Qualities - Evolution of Management theories, Classical, Neo Classical and Modern Theories.

UNIT II

Functions of Management: Concept of Planning - Types of Plans and Process of Planning - Concept of Decision Making, Process and Techniques – Organizing – Delegation of authority – Organizational structure - Concept of Controlling and Techniques

UNIT III

Organizational Behaviour: Introduction to OB - Understanding Individual Behaviour, Perception – Learning - Attitudes -Personality.

Group Dynamics: Benefits of Groups - Types of Groups - Group Formation and Development.

UNIT IV

Motivation and Leadership: Concept of Motivation - Motivational Theories of Maslow, Herzberg, David McClelland, Vrooms Expectancy model and Porter and Lawler – Leadership Concept, Traits Theory, Managerial Grid, Fiedler's Contingency model - Transactional Vs. Transformational Leadership.

UNIT V

Organizational Culture, Climate and Development: Functionality and Dysfunctionality of Culture - Organizational Change, Process and Implementation of Change - Managing Resistance to Change - Organizational Development, Phases and Interventions of OD - Conflict Management, Johari window- Transactional Analysis.

TEXT BOOKS:

1. Subbarao P, "*Management and Organisational Behaviour*", 3rd edition, Himalaya Publishing House, 2018.
2. Pierce Gordner, "*Management and Organisational Behaviour*", Thomson Learning, 2001.

REFERENCES:

1. Fred Luthans, "*Organizational Behaviour – An Evidence Based Approach*", 12th Edition, MGH Education, 2010.
2. Stephen P. Robbins "*Organisational Behaviour*", 16th edition, Pearson Education, New Delhi, 2016.
3. Koonz, Wehrich and Aryasri, "*Principles of Management*" 1st Edition, Tata McGraw Hill, New Delhi, 2010.
4. Mishra MN, "*Organisational Behaviour*", Vikas Publishing House, New Delhi, 2001
5. Laurie J Mullins, "*Management & Organizational Behaviour*", 10th Edition, 2016.

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(19MB9002) ACCOUNTING FOR MANAGERS

COURSE OBJECTIVES

- 1. To prepare, understand, interpret and analyze financial statements with confidence.*
- 2. To appreciate and use financial statements as means of business communication.*
- 3. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop and understand the nature and purpose of financial statements in relationship to decision making.*
- 2. Determine the useful life and value of the depreciable assets.*
- 3. Recognize the relationship between the financing, investing and dividend decisions of the firm during the given point of time.*
- 4. Explain how cost volume profit analysis is to be applied by managers to answer various operating decisions, such as what level sales required to break even, how many units of Products are to be sold in order to earn a target level of profit.*
- 5. Gain an insight to a broad range of cost accounting concepts and their terminology.*

UNIT I

Introduction to Accounting: Importance, Objectives and Principles - Accounting Concepts and conventions - The Generally Accepted Accounting Principles (GAAP), their implications on accounting system - Double entry system—recording business transactions—Classification of accounts.

UNIT II

Preparation of Final Account & Depreciation: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance - Classification of capital and revenue expenses - Final Accounts with adjustments - Valuation of fixed assets - Tangible vs. Intangible assets, and methods of depreciation - Depreciation concept— Depreciation of Fixed Assets -Methods of depreciation—their impact on measurement of business Accounting.

UNIT III

Funds flow analysis: Funds from operations, sources and uses of funds - Preparation of schedule of changes in working capital – Cash flow analysis – Cash from operations – Preparation of cash flow statement – Distinction between Funds flow and Cash flow – Simple problems.

UNIT IV

Marginal costing : Marginal Cost and Marginal cost importance – Break even analysis

– Cost Volume Profit Relationship – Application of marginal costing techniques – fixing selling price – Make or Buy- Accepting a foreign order - Deciding sales mix.

UNIT V

Cost Accounting – Elements of cost – Types of costs – Preparation of cost sheet – Standard Costing – Variance analysis – Material variance – Labour variance- Simple problems related to material and labour variance.

TEXT BOOKS:

1. Ambrish Guptha, *Financial Accounting for Management An analytical perspective*, 6th Edition, Pearson Education, Delhi, 2018.
2. Jelsy Joseph Kuppapally, *Accounting for Managers*, PHI Publishers, New Delhi, 2010.

REFERENCES:

1. V.Rajasekharan, R.Lalitha, *Financial Accounting & Analysis*, 1st Edition, Pearson Education, NewDelhi, 2010
2. DhaneshK.Khatri, *Financial Accounting & Analysis*, Tata McGraw-Hill Publishing Limited, New Delhi, 2014.
3. N.Ramachandran, *Financial Accounting & Analysis*, 4th Edition, Tata McGraw-Hill Publishing Limited, New Delhi, 2016.
4. Maheswari & Maheswari, *Financial Accounting*, 6th Edition, Vikas Publishing House, 2018.
5. T. Vijaya Kumar, *Accounting for Management*, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2015.



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(19MB9003) BUSINESS LAW AND REGULATIONS

COURSE OBJECTIVES

- To provide the students with legal knowledge of business laws.*
- To enable the students to understand the legal procedures in performing a business.*
- To help the students to provide basic knowledge on about the various laws pertaining to business practices.*
- To provide knowledge on ever changing rules and regulations in the field of law.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- Gain an insight into various laws in the country to regulate business aspects*
- Identify the legal principles in making contractual agreements.*
- Recognize the importance of business law in economic, political and on social context.*
- Analyze the legal issues involved in the formation and winding up of a company.*
- Explain to compute Income Tax and various forms of Taxes.*

UNIT I

Legal Aspects of Business: Need, classification and sources of Business Law - Law of Contract -1872 (**Part-I**), Nature of contract and essential elements of valid contract, Offer and Acceptance - Law of Contract – 1872 (**part- II**), Consideration, Capacity to contract and free consent- Legality of object.

UNIT II

Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale-Negotiable instrument act 1881-Nature and kinds of negotiable instruments - Competence and liability of parties to a negotiable instrument - Negotiation, presentment of negotiable instruments - Dishonor and Discharge of negotiable instruments- Latest amendments to NI act- Miscellaneous provisions.

UNIT III

Companies Act, 2013: Kinds of Companies - Formulation of Companies, incorporation - Company Documents - Company Management, Directors - Company meetings, Resolutions, Auditors - Modes of Winding-up of a company - Latest amendment Companies Act

UNIT IV

Income Tax Act -1961: Terminology of Income Tax Act - Importance 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 - Basic concept of GST.

UNIT V

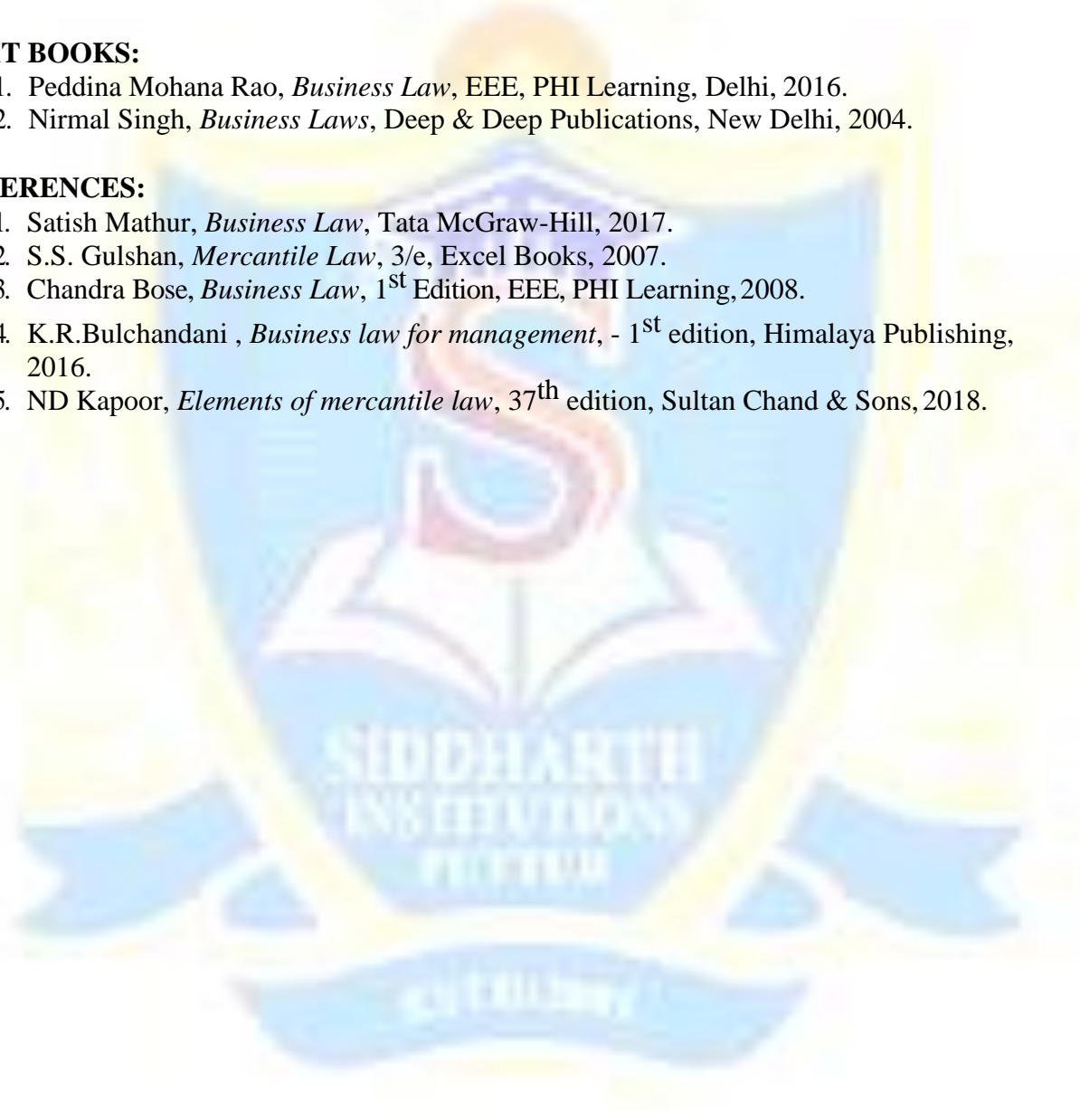
Information Technology Act, 2000: Scope and application of IT act, 2000 - Digital signature - E-governance, Penalties and adjudication - Cyber Crime and regulations - Appellate tribunals - Duties of subscribers - Latest Amendments.

TEXT BOOKS:

1. Peddina Mohana Rao, *Business Law*, EEE, PHI Learning, Delhi, 2016.
2. Nirmal Singh, *Business Laws*, Deep & Deep Publications, New Delhi, 2004.

REFERENCES:

1. Satish Mathur, *Business Law*, Tata McGraw-Hill, 2017.
2. S.S. Gulshan, *Mercantile Law*, 3/e, Excel Books, 2007.
3. Chandra Bose, *Business Law*, 1st Edition, EEE, PHI Learning, 2008.
4. K.R.Bulchandani , *Business law for management*, - 1st edition, Himalaya Publishing, 2016.
5. ND Kapoor, *Elements of mercantile law*, 37th edition, Sultan Chand & Sons, 2018.



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(19MB9004) BUSINESS STATISTICS FOR MANAGERS

COURSE OBJECTIVES

- To improve quality of decision making in business situations by using different statistical tools.*
- To help the students in calculating and concluding different decision variables in management.*
- To improve students mathematical abilities.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- Implement managerial applications of statistical methods in business problems*
- Measure a central value of an observation and variation of an observation with its central value*
- Gain better numerical understanding and its key applications to make valid findings and conclusions of data that has collected through different sources.*
- Relate all possible kinds of relationships of dependent variables with independent variables*
- Formulate hypothesis and test the same with tools of hypothesis testing to draw a proper conclusions about population.*

UNIT I

Introduction to Statistics - Overview- origin and development and Managerial Applications of Statistics - Statistics and the branches of the study - Statistics & computers - limitations of statistics

UNIT II

Measures of central Tendency- Mean- Median- Mode- Geometric Mean and Harmonic Mean- Dispersion- Range Quartile deviation- Mean Deviation- Standard deviation and Co-efficient of variation Skewness, Karl Pearson's co-efficient of skewness- Bowleys co-efficient of skewness - Kelleys co-efficient of skewness - Theory and problems, Discussion on direct and indirect methods of solving the problems

UNIT III

Data collection: types of data- methods of data collection - drafting a questionnaire –Data classification and tabulation-Diagrammatic and graphical representation of data-One dimensional, Two dimensional and three dimensional diagrams and graphs.

UNIT IV

Correlation and Regression analysis - Correlation Analysis-Scatter diagram - Positive and Negative correlation, limits for coefficient of Correlation - Karl Pearson's coefficient of correlation - Spearman's Rank correlation - Concurrent deviation method.

- **Regression Analysis**-Concept- least square fit of a linear regression- two lines of Regression- Properties of regression coefficients.

UNIT V

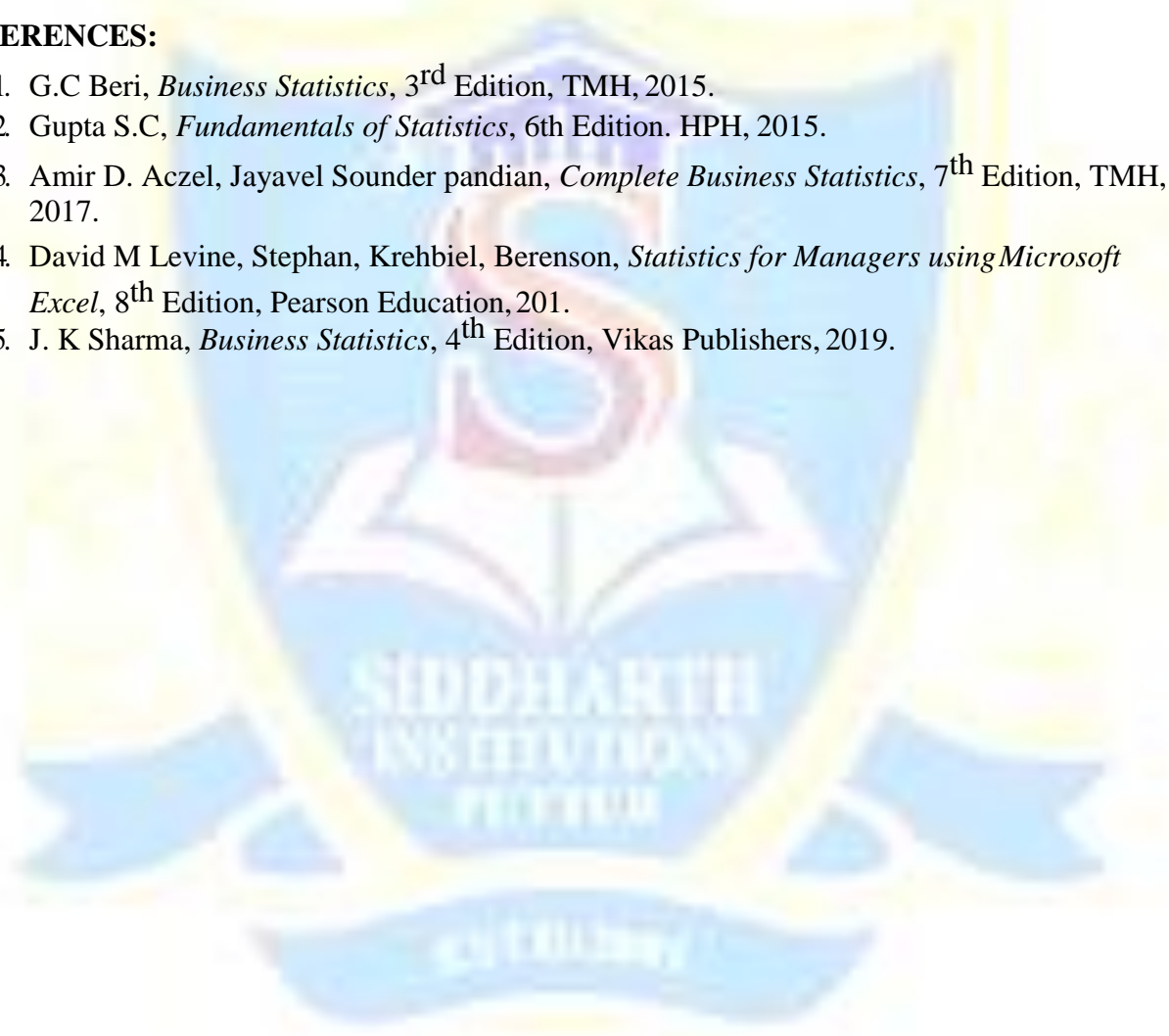
Hypothesis Testing : Meaning and definition of Hypothesis, procedure of hypothesis testing, T- Distribution properties and applications, Z- test, fishers F-Test- Analysis of Variance one way and two way ANOVA - Chi- Square Distribution- Test for a specified population variance, Test for Goodness of fit, Test for independence of attributes.

TEXTBOOKS:

1. C R Kothari, *Quantitative Techniques*, 3rd Edition, Vikas Publishers, 2013.
2. ND Vohra, *Quantitative Techniques for Management*, 5th Edition, Mc Graw Hill, 2017.

REFERENCES:

1. G.C Beri, *Business Statistics*, 3rd Edition, TMH, 2015.
2. Gupta S.C, *Fundamentals of Statistics*, 6th Edition. HPH, 2015.
3. Amir D. Aczel, Jayavel Sounder pandian, *Complete Business Statistics*, 7th Edition, TMH, 2017.
4. David M Levine, Stephan, Krehbiel, Berenson, *Statistics for Managers using Microsoft Excel*, 8th Edition, Pearson Education, 201.
5. J. K Sharma, *Business Statistics*, 4th Edition, Vikas Publishers, 2019.



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(19MB9005) MANAGERIAL ECONOMICS

COURSE OBJECTIVES

1. Apply the economic way of thinking to individual decisions and business decisions.
2. Understand how prices get determined in markets, how market participants benefit in the form of consumer surplus and producer surplus, and what the consequences of government intervention are.
3. Measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income.

COURSE OUTCOMES

After the completion of course Students will be able to:

1. Assess the importance of micro economics in business management
2. Assess the roles of managers as economists in firms
3. Analyze the internal and external decisions to be made by managers
4. Analyze the demand and supply conditions and assess the position of a company
5. Design competitive strategies, including costing, pricing, product differentiation, according to the natures of products and the structures of the markets.

UNIT I

Introduction to Managerial Economics: Definition, Nature and Scope - Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist - Objectives of the firm - Managerial theories of firm, Game Theory and Asymmetric Information - New management tools of optimization.

UNIT II

Demand Analysis: Demand Function - Law of Demand - Elasticity of demand, types and significance of Elasticity of Demand - Demand Estimation - Demand Forecasting, significance – methods - Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

UNIT III

Production Analysis: Production Function - Marginal Rate of Technical Substitution - Iso - quants and Iso- costs - Production function with one/two variables, Cobb-Douglas Production Function - Returns to Scale and Returns to Factors, Economies of scale–Cost theory and estimation: Cost concept and types, Determinants of cost, Cost-Output Function: short run and long run - Break Even Analysis.

UNIT IV

Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run - Pricing philosophy – Pricing methods in practice - Price discrimination - Product line pricing - Pricing strategies, skimming pricing, penetration pricing, Loss Leader pricing - Pricing of multiple products.

UNIT V

Macro Economics: National Income, concept and measurement methods – Inflation, definition, characteristics and types of inflation- Effects of inflation- Anti- Inflationary methods- Business Cycles – Definition, Characteristics and phases of business cycle- Steps to avoid business cycles – GDP, GNP.

TEXT BOOKS:

1. D M Mithani, *Managerial Economics*, Himalaya Publishing House, 2019.
2. Victor L. Mote, Samuel Paul, *Managerial Economics – Concepts & Cases*, Tata Mc Graw Hill, New Delhi, 2016.

REFERENCES:

1. GS Gupta, *Managerial Economics*, Tata McGraw - Hill, 2011.
2. Mehta, P.L., *Managerial Economics - Analysis, Problems, Cases*, 14th edition, Sultan Chand and Sons, 2014.
3. Suma Damodaran, *Managerial Economics*, 2nd edition, Oxford University Press, 2011.
4. Thomas Maurice, *Managerial Economics, Concepts and applications*, 12th Edition, TMH, 2016.
5. James L Pappas and Eugene F Brigham, *Managerial Economics*, Thomson Learning, 1987.

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I MBA – I Sem

L	T	P	C
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(19MB9006) MANAGEMENT INFORMATION SYSTEMS

COURSE OBJECTIVES

1. Recognize contemporary MIS theory and how information systems support business strategy, business processes, and practical applications in an organization
2. Interrelate how various support systems can be used for business decisions and to sustain competitive advantage.
3. Describe how the Internet and World Wide Web provide a global platform for e-business, business mobility and communications, collaboration, and cloud computing.

COURSE OUTCOMES

After the completion of course Students will be able to:

1. Explain the importance of information system in decision making.
2. Determine information system requirements for all management levels by describing the differences between various types of information systems.
3. Apply probability theory in decision making situations.
4. Apply an ERP system to manage a company.
5. Implement and evaluate all aspects management information systems..

UNIT I

Introduction to MIS – Importance of information for management decisions – Systems Approach and Information – Information System Architecture – Quantitative Techniques and Management Information Systems interfacing

UNIT II

Structure of MIS: Basic structural concepts, formal and informal information systems - Public and private information systems - Information Systems– MIS Office automation – Decision Support System – Expert system- Knowledge Work Systems - Artificial Intelligence - Group Decision Support Systems (GDSS).

UNIT III

MIS development and Functions: Overview of System Development –System development methodologies; SDLC approach, prototyping approach and user development approach- Creating a database environment, data mining and data warehouses.

UNIT IV

Implementation, Evaluation, maintenance and Control of MIS – software life cycle models – verification and validation, Testing security –coding techniques – detection of error – software metrics, software quality assurance –cost benefit analysis – Types of information system Control.

UNIT V

Enterprise Resource Planning: Introduction, objectives - Difference between ERP and Conventional Packages - Modules of ERP - Customer Expectation from ERP packages - Suggestions to an ERP vendor - Customer Relationship Management- Supply Chain Management.

TEXT BOOKS:

1. James A O ,Brien, *Management Information Systems*, Economy Edition, Tata McGraw Hill, 2017.
2. CSV Murthy, *Management Information Systems*, 1st Edition, Himalaya Publishing House, 2010.

REFERENCES:

1. C Laudon and Jane P.Laudon, *Management Information Systems*, et al, Pearson Education, 15th edition, 2018.
2. W S Jawadekar, *Management Information Systems Text & Cases*, 4th Edition, Tata McGraw-Hill, 2013.
3. Ellen F. Monk & Bret J. Wagner, *Concept in Enterprise Resources Planning*, Fourth Edition, Cengage learning, 2018.
4. Dharminder and Sangeetha, *Management Information Systems*, 1/e, Excel books, 2016.
5. Rainer, Turban, *Introduction to Information Systems*, 6th edition WILEY - India, 2015.

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(19MB9007) BUSINESS COMMUNICATION

COURSE OBJECTIVES

- 1. To understand and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.*
- 2. To understand the importance of specifying audience and purpose and to select appropriate communication choices.*
- 3. To understand and appropriately apply modes of expression, i.e., descriptive, expository, narrative, scientific, and self-expressive, in written, visual, and oral communication.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.*
- 2. Utilize the skill of writing business letters, memos, general warning, and caution and danger letters in an organization.*
- 3. Analyze the verbal and nonverbal communications and lead the people effectively.*
- 4. Deliver an effective oral business presentation. Communicate via electronic mail, Internet, and other technologies.*
- 5. Select appropriate organizational formats and channels used in developing and presenting business messages.*

UNIT I

Business Communication: Introduction - Importance of Business Communication - Direct and Indirect Approaches to Business Communication - Communication Process - Barriers to Communication

UNIT II

Business Correspondence: Introduction - Business Letter Writing - Effective Business Correspondence - Common Components of Business Letters - Strategies for Writing the Body of a Letter - Kinds of Business Letters - Writing Effective Memos - General Warning, Caution and Danger Letters - Circulars and Notices

UNIT III

Verbal & Nonverbal Communication: Verbal- Oral Communication - Public Speech Elements of good speech and speech composition - Other forms, meetings, conferences, Discussions, seminars, Panel.

Written Communication- Writing for effect - essential Pre writing and rewriting, other forms - Business letters – Reports - Memos and Emails.

Non Verbal- Meaning - Functions and scope – Nonverbal cues, Significance - Transactional Analysis - Johari Window- Group Communication

UNIT IV

Business Reports and Proposals: Introduction, What is a Report - Steps in Writing a Routine Business Report - Parts of a Report - Corporate communication - Corporate Reports - Business Proposals.

UNIT V

Careers and Resumes : Introduction - Career Building - Understanding yourself, setting a career goal - job search, looking at various options - preparing your resume - resume formats, traditional, electronic and video resumes - Online recruitment process- Write your resume to market yourself

TEXT BOOKS:

1. Meenakshi Raman and Prakash Singh, *Business Communication*, 2nd Edition, Oxford University Press, 2015.
2. Rajendra Pal, J S KorlahaHalli, *Essentials of Business Communication*, Sultan Chand & Sons, 2017

REFERENCES:

1. Raymond V Lesikar, MarieFlatley, Neerja Pandey, *Basic Business Communication*, 13th Edition, McGraw-Hill India, 2015.
2. Global Edition, John V Thill, Courtland L. Bovee, *Excellence in Business Communication*, 13th Edition, Pearson Education, 2019.
3. Stephen Bailey, *Academic Writing for International Students of Business*, 5th edition, Routledge Publications, 2017.
4. Bovee C L, Thill JV and Chatterjee, *Business Communication Today*, 14th Edition, Pearson Education, 2018.
5. Herta Murphy, Herbert Hillbrandt & Jane Thomas, *Effective Business Communication*, 7th Edition, McGraw Hill, 2017.

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(19HS0811) COMMUNICATION SKILLS LAB

COURSE OBJECTIVES

1. Students will be exposed to a variety of self-instructional, learner friendly modes of language learning.
2. Students will cultivate the habit of reading passages from the computer monitor. Thus providing them with the required facility to face computer based competitive exams like GRE, TOEFL, and GMAT etc.
3. Students will learn better pronunciation through stress, intonation and rhythm.
4. Students will be trained to use language effectively to face interviews, group discussions, public speaking.
5. Students will be initiated into greater use of the computer in resume preparation, report writing, format making etc.

COURSE OUTCOMES

1. Remember and understand the different aspects of the English language proficiency with emphasis on LSRW skills.
2. Apply communication skills through various language learning activities.
3. Analyse the English speech sounds, stress, rhythm, intonation and syllable division for better listening and speaking comprehension.
4. Evaluate and exhibit acceptable etiquette essential in social and professional Settings.
5. Create awareness on mother tongue influence and neutralize it in order to improve fluency in spoken English.

UNIT – I

Part-1

Introduction to Phonetics

Part-2

Word Stress- Intonation

UNIT – II

Part-1

JAM - Oral Presentation

Part-2

Describing objects/places/persons- Minutes of Meeting

UNIT – III

Part-1

Situational dialogues – Greeting and Introduction - Telephonic Conversations

Part-2

Book Review-Report Writing

UNIT – IV

Part-1

Non-verbal Communication – Dumb Charade

Part-2

Debate/Group Discussion- Movie Review- Reading Comprehension.

UNIT – V**Part-1**

Information Transfer

Part-2

Job Application and Resume Writing - Interview Skills

Suggested Software:

1. Walden InfoTech Software

REFERENCES:

1. T. Balasubramanian , *A Textbook of English Phonetics for Indian Students*, McMillian second edition, 2012.
2. DhamijaSethi , *A Course in Phonetics and spoken English*, Prentice-hall of India Pvt. Ltd, 2000.
3. Krishna Mohan & NP Singh ,*Speaking English Effectively*, McMillian, second Edition, 2011.
4. E.Sureshkumar & P.Sreehari , *A Hand Book of English Laboratories*, Foundation books, 2011.
5. M Ashraf Rizvi, *Effective Technical Communication*, McGraw Hill Education, Second edition , 2017.



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(19MB9008) HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVES

- 1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.*
- 2. To help the students focus on and analyze the issues and strategies required to select and develop manpower resources*
- 3. To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding of the concept of human resource management and its relevance in organizations.*
- 2. Explain the current theory and practice of recruitment and selection. This includes but is not limited to the supply of human resource and the advantages and disadvantages of external and internal recruiting.*
- 3. Assess the relevant recruitment and selection, and performance appraisal methods to be used in different contexts.*
- 4. Develop, implement, and evaluate compensation, employee orientation, training, and development programs.*
- 5. Demonstrate the significance of contemporary issues such as diversity management, talent management and so on to both employers and employees*

UNIT I

Human Resource Management: Evolution and growth - Personnel Management-HRM-concepts & Significance of HRM, functions of HRM Principles and objectives, policies and practices, Strategies of HRM.

UNIT II

Recruitment and Selection and Performance Management: Recruitment: Objectives – Sources – Selection, Objectives – Selection Procedure – Selection Tests Induction and Placement – Performance Appraisal: Objectives – Methods – Constraints.

UNIT III

Training and Development: Definition, Scope and Objectives – Training Needs Identification – Design, Conduct, Evaluation of Training, Human Resource Development - Career Planning and Development – Compensation Management – Employee Benefits.

UNIT IV

Contemporary Issues in HRM: Work Life Balance - Diversity Management – Talent Management

– Quality of Work Life – HR – Competency Mapping – Employer Branding.

UNIT V

Industrial Relations: Collective Bargaining Process – Grievances handling procedure – Employee Separation – Employee Safety and Health –Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947.

TEXTBOOKS:

1. Gary Dessler, *Human Resource Management*, 12th Edition, Pearson Education
2. Aswathappa, *Human Resource Management*, 7 Edition, Tata McGraw Hill Publication, 2006

REFERENCES:

1. Peter Boxall, John Purcell, and Patrick Wright, *Human Resource Management*, Oxford University Press, 2007
2. Subbarao P, *Personnel and Human Resource Management – Text and cases*, Himalaya, 2011.
3. Ian Beardwell & Len Holden, *Human Resource Management*, - 4th Edition, Macmillan India Ltd, 1996.
4. K Aswathappa, *Human Resource Management*, 8th Edition, McGraw Hill India, 2017.
5. Gary Dessler, Biju Varkkey, *Human Resource Management*, 15th Edition, Pearson Ltd, 2017.



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(19MB9009) FINANCIAL MANAGEMENT

COURSE OBJECTIVES

- To help the students to develop cognizance of the importance of Financial Management in corporate valuation.*
- To enable students to synthesize related information and evaluate options for most logical and optimal solution such that they would be able to predict and control Debt Equity incurrence and improve results.*
- To enable students to describe how people analyze the corporate leverage under different conditions and understand why people value different corporate in different manner.*
- Understand the importance of working capital management and the tools to manage it*

COURSE OUTCOMES

After the completion of course Students will be able to:

- Demonstrate the applicability of the concept of Financial Management; understand its objectives and role of a Financial Manager.*
- Analyze and evaluate the investment decisions.*
- Manage the working capital requirements of a firm*
- Apply the Leverage and EBIT EPS Analysis associated with financial data of the firm*
- Demonstrate an understanding of the Cost of capital.*

UNIT I

The Finance Function: Nature and Scope, Evolution of finance function – Its role in the contemporary scenario - Goals of finance function –Profit maximization vs. Wealth maximization - Role of financial manager; Risk-Return trade off.

UNIT II

The Investment Decision: Concept of Time Value of Money. Capital budgeting (Numerical Problems) - Cash flows - traditional methods, discounted cash flow methods, risk analysis.

UNIT III

Working capital Management & Ratio analysis: Nature and significance of working capital management - Operating cycle - Gross operating cycle, Net operating cycle - Cash, inventory and receivables management - Sources of working capital - Ratio analysis- Liquidity Ratios, Leverage ratios, Turnover Ratios & profitability ratios, DuPont chart.

UNIT IV

Capital Structure Decisions: Cost of debt (Numerical Problems), cost of equity (Numerical Problems) – dividend capitalization, CAPM, cost of preference shares (Numerical Problems), weighted average and multiple costs of capital (Numerical Problems) – EBIT – EPS analysis (Numerical Problems) - Risks of financial leverage –

margin of safety, interest and debt service - Long term sources of Finance, venture capital.

UNIT V

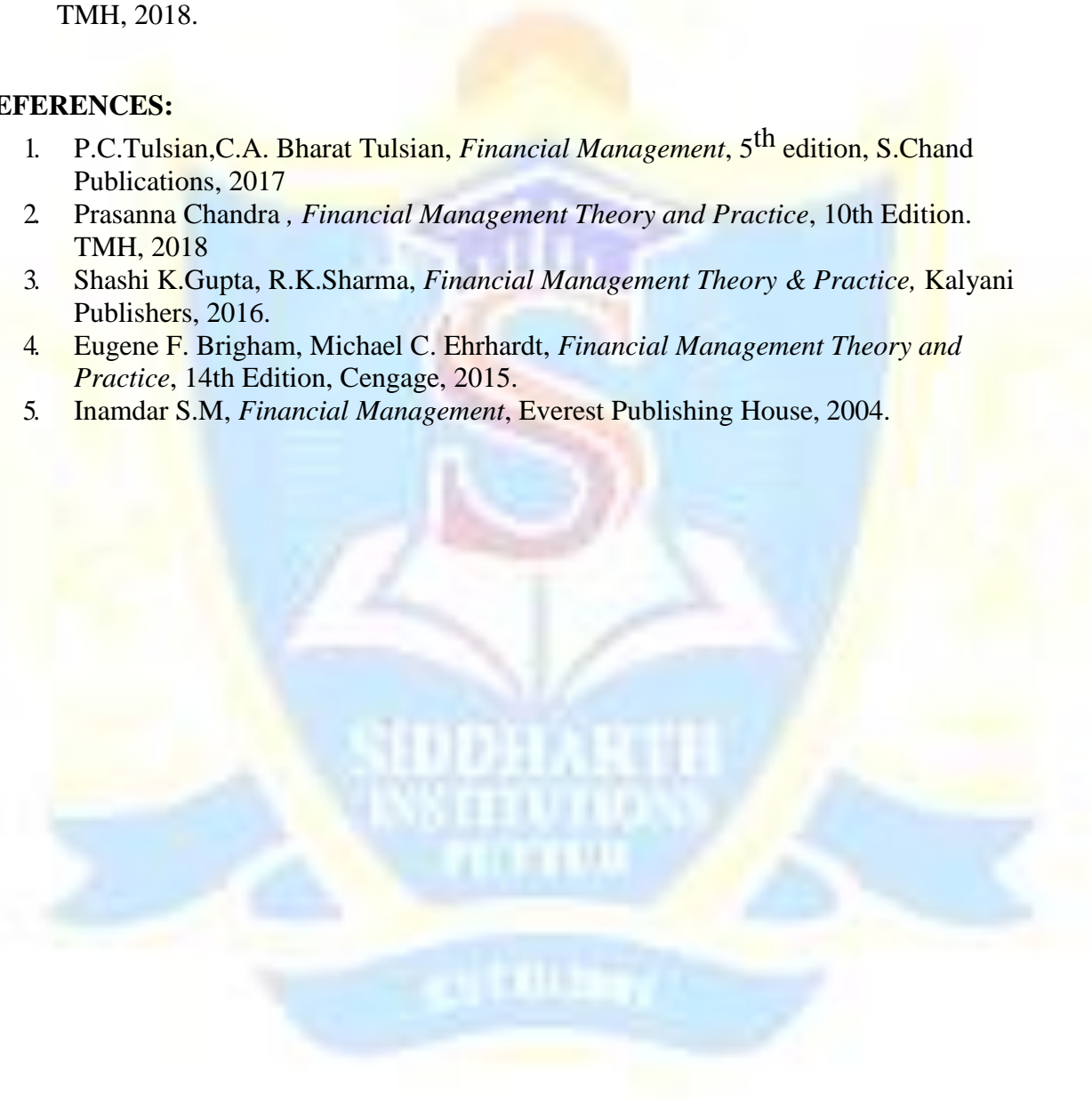
Dividend Decisions: Dividend decisions, influencing factors, forms and special dividends - Walter, Gordon and MM models (Numerical Problems) Linter's model dividend practices in India - Buyback of shares, taxation of dividends and Capital gains

TEXT BOOKS:

1. *Financial Management*, I M Pandey, 10th Edition, Vikas Publishers, 2015.
2. *Financial Management-Text and Problems*, M.Y Khan, P K Jain: 8th Edition, TMH, 2018.

REFERENCES:

1. P.C.Tulsian,C.A. Bharat Tulsian, *Financial Management*, 5th edition, S.Chand Publications, 2017
2. Prasanna Chandra , *Financial Management Theory and Practice*, 10th Edition. TMH, 2018
3. Shashi K.Gupta, R.K.Sharma, *Financial Management Theory & Practice*, Kalyani Publishers, 2016.
4. Eugene F. Brigham, Michael C. Ehrhardt, *Financial Management Theory and Practice*, 14th Edition, Cengage, 2015.
5. Inamdar S.M, *Financial Management*, Everest Publishing House, 2004.



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(19MB9010) MARKETING MANAGEMENT

COURSE OBJECTIVES

- 1. The objective of this course is to train participants to apply concepts and techniques in marketing so that they become acquainted with the duties of a marketing manager.*
- 2. To understand the concepts of marketing management*
- 3. To learn about marketing process for different types of products and services*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Demonstrate strong conceptual knowledge in the functional area of marketing management.*
- 2. Develop an understanding of various facets of Marketing management*
- 3. Demonstrate the ability to take decisions and plan, develop, execute and control marketing strategies*
- 4. Ensure various marketing programs for the attainment of organizational marketing goals.*
- 5. Demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.*

UNIT I

Understanding Marketing Management: Concepts of marketing - Role of Marketing - Marketing Process - Marketing Environment - Consumer Buying behavior - Decision process - Business buying behavior - Analyzing competitors - Qualities of marketing manager - Marketing research

UNIT II

Market segmentations and Marketing Strategies: Market Segmentation - Target Market - differentiating and positioning - New Product Development - Product Life Cycle.

UNIT III

Planning Marketing Programs: Levels of product - product lines - product mix - Marketing mix, Extended marketing mix- Branding and packaging - Managing services - Managing direct and indirect marketing - Impact of technology and internet on distribution

UNIT IV

Pricing strategies and promotions: Pricing decisions, methods of pricing - Pricing and non-pricing competition- Selecting the final price - Price discounts - Advertising and Sales promotions - Managing the sales force.

UNIT V

Managing the marketing efforts: Organizing, implementing, evaluating and controlling

marketing activities - Social responsible marketing - Rural Marketing - Marketing audit

TEXTBOOKS:

1. Philip Kotler, Kevin Lane Keller , *Marketing Management*, 15/e Pearson Education, 2014.
2. Rajan Saxena, *Marketing Management*, 5th Edition Tata McGraw Hill Publication, New Delhi, 2015.

REFERENCES:

1. V.S. Ramaswamy and S. Namakumari, *Marketing Management*, 6th Edition McMillan, 2018.
2. Arun Kuar, Menakshi, *Marketing Management*, 3rd Edition, Vikas publishing, 2016
3. Amar Jyoti, *Marketing Management*, Gen Next Publications, 2016.
4. Philip Kotler, Gary Armstrong, *Principles of Marketing*, 17th edition, Pearson Education, 2017.
5. Prof. Krishna Mohan Sharma & Vineeta Deolia, *New Trends in Marketing Strategy*, Surendra Publications, 2012



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(19MB9011) BUSINESS RESEARCH METHODS

COURSE OBJECTIVES

- 1. To develop and familiarize the participants with basic of business research theory.*
- 2. To enable the participants to understand the research process and hypothesis development with various research design.*
- 3. To identify various sampling procedure and different data collection methods.*
- 4. To familiarize participants with Statistical analysis and research report.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop understanding on various kinds of business research concepts.*
- 2. Gain knowledge on Research process and hypothesis development with different research design.*
- 3. Demonstrate adequate knowledge on sampling procedure and data collection methods.*
- 4. Apply knowledge of measurement & scaling techniques as well as the quantitative data analysis for research problems.*
- 5. Assess the importance of Research Report writing in systematic way.*

UNIT I

Introduction to Business Research Definition, Characteristics, Objectives of Research - Scientific Investigation - Induction and Deduction - The Language of Research, Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses Theory and Models - Information needs businesses for research and Technologies used in Business Research - Role of Business Research in Managerial Decisions - Ethics in Business Research.

UNIT II

The Research Process: Problem Identification: Sources of Problems - Process of Identification and selection of the problem - Literature Survey - The purposes of review and the sources of literature, online data bases used in searching Literature. Hypothesis Development, Statement of Hypothesis, Procedure for Testing of Hypothesis - Types of Research Designs - Exploratory, Descriptive, Experimental Designs and Case Study – Measurement, Need, Functions and Levels of Measurement.

UNIT III

Sampling and Data Collection: Sampling Techniques and Limitations - Primary Sources and Secondary Sources of Data - Data Collection Methods - Tools for Data Collection, Construction of Questionnaire or Schedule - Measurement Scales- Organizing Questions - Guidelines for Construction of Questionnaires.

UNIT IV

Data Analysis and Interpretation: An overview of Descriptive, Associational and Inferential Statistical Measures.

UNIT V

The Research Report: Types of Research Reports - Components: The Title Page, Acknowledgements, Table of Contents, The Executive Summary, The Introductory Section, The Body of the Report, The Final Part of the Report, References, Appendix - Guidelines for Preparing a Good Research report- Oral Presentation - The Presentation and Handling Questions.

TEXTBOOKS:

1. C.R. Kothari & Gaurav Garg, *Research Methodology – Methods & Techniques*, 4th edition, New Age International, 2019.
2. Donald R Cooper and Pamela S Schindler, *Business Research Methods*, 12/e, Tata McGraw - Hill Publishing Company Limited, 2013.

REFERENCES:

1. Deepak Chawla Neena Sondhi, *Research Methodology (Concepts and cases)* - 1st edition, 2018, Vikas publishing.
2. Dipak Kumar Bhattacharya, *Research Methodology*, 3rd edition, 2013 Excel Books.
3. CR Kothari. Gaurav garg, *Research methodology methods and techniques*, 3rd edition.
4. Zikmund- Babin-Carr- Adhikari-Griffin, *Business Research Methods*, - 8th edition, 2016, Cengage learning.
5. William G.Zikmund Barry J.Babin jon C.Carr Atanu Adhikari, *Business Research Methods*, 8th Edition, Cengage India.

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(19MB9012) OPERATIONS MANAGEMENT

COURSE OBJECTIVES

1. *Acquire a working understanding of the roles/functions of the production management in the context of business enterprise.*
2. *Develop skills in solving production management problems.*
3. *Recognize, appreciate and perform the job of a competent production or operation manager.*

COURSE OUTCOMES

After the completion of course Students will be able to:

1. *Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.*
2. *Analyze and evaluate various facility alternatives and their capacity decisions.*
3. *Develop a balanced line of production & scheduling and sequencing techniques in operation environments*
4. *Develop aggregate capacity plans and MPS in operation environments.*
5. *Plan and implement suitable materials handling principles and practices in the operations.*

UNIT I

Introduction to Production & operations management: Overview of Production and Operations Management (POM) Function - Historical Development of POM - POM scenario today - Product and Process Design - Product and Process Development - Manufacturing Process Technology - CAD/CAM analysis.

UNIT II

Facilities Management & Aggregate Planning: Location of Facilities, Layout of Facilities - Optimization of Product/Process Layout - Flexible Manufacturing and Group Technology: Aggregate planning - Preparation of aggregate demand Forecast - Prevention and Break down maintenance.

UNIT III

Scheduling: Scheduling In Job, Shop Type Production - Shop- Loading - Assignment and Sequencing - Scheduling in Mass - Line of Balance - Methods of Production Control, Inventory control techniques

UNIT IV

Work Study & quality management: Method Study, Work measurement, Work Design, Job Design, Work Sampling and Industrial Engineering Techniques - Economics of Quality

Assurance Inspection and Quality Control - Acceptance Sampling - Theory of control charts, control charts for variables and control charts for attributes -Total Quality Management - ISO 9000 series standards, Six Sigma.

UNIT V

Productivity: Basic Concepts - Productivity Cycle - Productivity Engineering and Management - Total Productivity Model.

TEXTBOOKS:

1. Mahadevan, *Operations Management*, 3rd edition, Pearson Education, New Delhi, 2015.
2. SN Chary, *Production and Operations Management*, 5th edition, Tata McGraw Hill, New Delhi, 2012.

REFERENCES:

1. R. Panneerselvam , *Production and Operations Management*, 3rd Edition, PHI Learning Private Ltd, 2012.
2. Elwood S. Buffa and Rakesh K . Sarin , , *Modern Production/Operations Management*, 9th Edition, Wiley.
3. Heizer Jay, *Operations Management: Sustainability and Supply Chain Management*, 12th Edition, Pearson, 2016.
4. Aswathappa K, *Production and Operation Management*, 2nd edition, Himalaya Publishing House, 2018.
5. Jansthan Sutherland, *Key Concepts in Operations Management*, Palgrave MacMillan, USA, 2004.



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(19MB9013) OPERATIONS RESEARCH

COURSE OBJECTIVES

1. Formulate Linear Programming problems
2. Describe the logic underlining the steps in the Simplex method.
3. Solve LP problems by Graph method and Simplex method.
4. Use the Dual Simplex method to find the optimal solution of a LPP.
5. Formulate and solve the transportation and assignment problems.

COURSE OUTCOMES

After the completion of course Students will be able to:

1. Recognize the characteristics of different types of decision-making environments
2. Apply appropriate decision making approaches and tools to be used in different environments.
3. Build and solve Transportation Models and Assignment Models.
4. Design new simple models, like: CPM, MSPT to improve decision –making
5. Develop critical thinking and objective analysis of decision problems.

UNIT I

Introduction to Operations Research: Meaning and scope of Operations Research - Introduction to Linear Programming - Model formulation, Graphical method, and Simplex method - Applications of Operations Research in business, commerce and industry.

UNIT II

Transportation and Assignment models: Description and formulation of Transportation problem - Initial basic feasible solution by North West Corner rule - Least Cost method and Vogel's approximation method - Optimal solution to the Transportation Problem - Assignment Problem - Balanced and unbalanced Assignment problem - Hungarian method to solve assignment problems.

UNIT III

Game Theory: Introduction to Game theory, two persons Zero sum games - Pure strategies- Games with saddle points- mixed strategies - Rules of dominance - Solution methods of games without saddle points - Algebraic, Matrix and Arithmetic methods.

UNIT IV

Project Management: Concepts of project management - Critical Path Method (CPM) - Project Evaluation and Review Technique (PERT) - Project Crashing.

UNIT V

Replacement and Sequencing models: Replacement models for items that deteriorate with time assuming value money i) constant ii) Changes with time - Replacement of items that fail completely using individual and group replacements - Sequencing of jobs-processing of jobs through two machines and three machines.

TEXT BOOKS:

1. A.M. Natarajan, P.Balasubramani, A.Tamilarasi, *Operations Research* - Pearson Education, New Delhi, 2012
2. S.D. Sharma, *Operations Research* , Kedarnath Ramnath Publishers,2018.

REFERENCES:

1. Hamdy A Taha, *Operations Research* –pearson, 10th Edition, 2017.
2. R.K Gupta, *Operations Research* –Krishna Prakashan Media Private Ltd, 2014.
3. Panner Selvam, *Operations Research*, 2nd Edition, PHI Learning Pvt. Ltd. New Delhi, 2012.
4. Gregory S. Parnell, *Wiley Handbook of Decision Analysis*, 1st Edition, Wiley, 2013.
5. Yadav S. R, *Operations Research*, Indian Edition, OUP India, 2015.



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(19MB9014)ADVANCED STUDIES ON INDIAN ECONOMY & POLICY

COURSE OBJECTIVES

- 1. To provide an understanding about the characteristics of Indian economy, economy in the pre-colonial, colonial and post-colonial period.*
- 2. To understand the various factors of business environment, their impact on the business and about government policies towards business.*
- 3. To gain an understanding about WTO and other organizations that influence international trade.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Analyze the characteristics of Indian economy and sectorial contribution towards economy in the historic period and also in the current scenario.*
- 2. Familiarize with the various components of business environment and able to assess the dynamics of the environment.*
- 3. Recognize the industrial policies that have made significant contribution to the growth of the Indian economy*
- 4. Appreciate and assess the impact government policies towards the business.*
- 5. Analyze the policies towards international trade, role of export-import bank, and the components balance of payments that cause disequilibrium.*

UNIT I

Introduction to Indian Economy: Introduction and significance of Indian Economy - Colonialism and development of the Indian economy - De-industrialization of Indian economy, Poverty and Inequality

UNIT II

Business Environment: Meaning, Nature of business Environment, significance, Internal and External Factors influencing business environment - Industrial policy of 1991, Liberalization, Privatization and Globalization- Policy on foreign direct investment in India.

UNIT III

Fiscal Policy: Public revenues, public expenditure, public debt, Development activities financed by public expenditure - Monetary Policy - Demand for and supply of money - Objectives of monetary and credit policy - Recent trends- Role of Finance Commission.

UNIT IV

India's Trade Policy – Magnitude and direction of Indian International trade - Bilateral and multilateral trade agreements - EXIM Policy, Role of EXIM Bank - Balance of Payments - Structure, Major components, Causes for dis-equilibrium in Balance of Payments, corrective measures.

UNIT V

WTO & Legal Framework: Nature and scope - Structure – role and functions of WTO in promoting world trade – Principles - TRIPS, TRIMS and GATS, Disputes settlement mechanism.

TEXTBOOKS:

1. Saleem, *Business Environment*, 3rd Edition Pearson Education, New Delhi ,2015
2. Justin Paul, *Business Environment – Text and Cases*, 4th Edition, Tata McGraw Hill Publication, New Delhi, 2018.

REFERENCES:

1. K. Aswathappa, *Essentials of Business Environment*, 15th Edition, Himalaya Publishing House.
2. Misra and Puri, *Indian Economy*, 36th Edition, Himalaya. 2018
3. Suresh Bedi, *Business Environment*, Excel Books, 2005.
4. K. R. Gupta, Manoranjan Sharma, *Indian Economic Policies and Data*, 1st Edition, Atlantic Publishers, 2017
5. Roy Tirthankar, *The Economy of South Asia*, 1st Edition, Springer International Publishing AG, 2017



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(19MC9151) FUNDAMENTALS OF COMPUTER AND INFORMATION SYSTEM LAB

COURSE OBJECTIVES

- 1. The Objective of the course is to provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs.*
- 2. To impart knowledge on MS Office tools.*
- 3. To impart knowledge on Internet Concepts.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Demonstrate ability to create documents and Excel sheets for information storage*
- 2. Develop the documentation of using MS-Word.*
- 3. Sort the data and apply the mathematical calculation using MS-Excel.*
- 4. Develop the business presentation using MS-PowerPoint*
- 5. Gain an understanding of techniques of Google search engine.*

UNIT I

MS-Word-Creation of Document - Format Document-Text editing and saving- Organizing information with tables and outlines - Mail merge - Publishing documents on Web.

UNIT II

MS Excel - Creating and editing worksheets-Cell formatting-Creating and using formulae and functions - Use of Macros – Sorting and querying data - Working with graphs and charts.

UNIT III

MS Power Point - Creation of slides - Use of templates and slide designs for creating power point slides - use of drawings and graphics, Developing a professional Presentation on Business Plans, Institutions, Products, People etc.

UNIT IV

Introduction to ERP packages: Introduction to Tally, ERP9- Introduction to SAP- Introduction to People soft.

UNIT V

Internet Basics: Types of connections- Internet Protocol, IP address- Connectivity to internet- Wi-Fi connectivity- Google search tricks and techniques- Creation of web pages using HTMLS.

TEXTBOOKS:

1. AK Nadhani, KK Nadhani, *Simple Tally* , 2007 Edition, BPB Publications, 2017
2. Ranjit Mereddy, *SAP Basis Administration*, 1st Edition, Mc Graw Hill, 2017

REFERENCES:

1. Adam T. Bromwich, *Peoplesoft HRMS Reporting*, 1st Edition, Prentice Hall.
2. David Whigam - *Business Data Analysis Using Excel*, First edition, Oxford University Press, 2017.
3. William. H. Dulton, *The Oxford Hand Book of Internet studies*, Oxford University Press, 2013.
4. G.Manjunath, *Computer basics* - Vasans''s publication, 2010.
5. Wayne L. Winston, *Microsoft Excel Data Analysis and Business modelling*, Microsoft Press 2016



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**(19HS0815) HUMAN VALUES AND PROFESSIONAL ETHICS FOR MANAGER
(AUDIT COURSE)**

COURSE OBJECTIVES

- 1. To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity, which are the core aspirations of all human beings*
- 2. To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way*
- 3. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behavior and mutually enriching interaction with Nature*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the moral issues in a society to live in harmony in the society*
- 2. Maintain professional, personal ethics and avoid discriminatory practices.*
- 3. Handle ethical dilemmas in various functional disciplines and live in balance with environment*
- 4. Realize the significance of mutual trust and abiding by the code of conduct in the organizations and as well in the society.*
- 5. Gain an insight into ethics, responsibilities, code of conduct in organizations.*

UNIT I

Variety of Moral Issues:-Understanding the Harmony in the Society (society being an extension of family)- Integrity- Work Ethic- Courage- Empathy- Self Confidence- Moral Autonomy- Consensus and Controversy- Professional and Professionalism- Professional Ideas and Virtues.

UNIT II

Principles of Ethics and Morality: Ethics as a Subset of Morality - Ethics and Organizations - Employee Duties and Rights - Discriminatory and Pre-judicial Employee Practices - Understanding Harmony in Nature - Natural Acceptance of Human Values.

UNIT III

Risk Management: Reducing Risk - The Government Regulators Approach to Risk - Handling Ethical Dilemmas at Work - Market Strategy and Ethics - Ethical Practice in Market Place – Ethics in Finance - Ethics in Business and Environment.

UNIT IV

Collegiality and Loyalty:-Respect of Authority - Collective Bargaining – Confidentiality - Professional Rights - Intellectual Property Rights - Multinational Corporations - Honesty, Moral Leadership, Sample Code of Conduct - Corporate Responsibility - Social Audit and Ethical Investing - Computer and Ethics - Management Patterns.

UNIT V

Competence and Professional Ethics: Ability to Utilize the Professional Competence for Augmenting Universal Human Order - Ability to identify the scope and Characteristics of people-friendly and eco-friendly production - Ability to identify and develop appropriate technologies, and Management and pattern for production system - Strategy for Transition from the Present State to Universal Human Order - At the Level of Individual, as Socially and Ecologically Responsible Technologists and Managers - At the Level of Society as Mutually Enriching Institutions and Organizations - Case studies of typical holistic technologies and management patterns.

TEXTBOOKS:

1. Mike Martin and Roland Schinzinger *Ethics in Engineering*, ,McGrawHill.
2. R S Nagarajan, *A Textbook on Professional Ethics and Human Values*, New Age International, 2nd Edition, 2017.

REFERENCES:

1. M Govinda Rajan, S Natarajan, VS Senthil Kumar, *Professional Ethics And Human Values*, PHI Learning Pvt. Ltd, New Delhi.
2. John R Boatright, *Ethics and the conduct of business*, Pearson education.
3. R.C.Sekhar, *Ethical Choices in Business*, Response Books.
4. Glenn Martin, *Human Values and Ethics in the Workplace*, Lulu.com publisher
5. R R Gaur, R Sangal, G P Bagaria, *A Foundation Course in Human Values and Professional Ethics*, Excel Books, New Delhi.

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(19MB9015) BUSINESS ETHICS AND CORPORATE GOVERNANCE

COURSE OBJECTIVES

- 1. To provide basic knowledge of business ethics, personal ethics and values in modern context*
- 2. To learn and develop best ethical practices in management disciplines to become good managers*
- 3. To make them learn role of corporate culture and corporate governance*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Apply various ethical principles in business and corporate social responsibility practices*
- 2. Recognize how personal ethics can influence behavior and apply in decision making*
- 3. Explain the ethical challenges facing the various functional departments*
- 4. Identify the organizational and cultural variables that impact ethical judgment*
- 5. Analyze various ethical codes in corporate governance*
- 6. Identify organizational policies and systems that employ ethical conduct*

UNIT I

Business Ethics and Corporate Ethics – Meaning, Importance, functions, Unethical Practices and ethical dilemma, Ethical theories and Approaches, Modern Ethical Models for Decision Making, Indian Ethos, Ethics for manager, ethics in business competition.

UNIT II

Ethical Aspects in Organization I:- Marketing ethics and consumer ethics- ethical issues in advertising, criticisms in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in performance appraisal.

UNIT III

Ethical Aspects in Organization II: - Ethics in Finance: Insider trading - ethical investment - combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber crime

UNIT IV

Corporate Governance: Purpose – Theories and global types of Corporate Governance

UNIT V

Corporate Governance Structures: Directors, committees, Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – social Development.

TEXT BOOKS:

1. M.G. Velasquez, *Business Ethics*, Prentice Hall India Limited, New Delhi, 7TH Edition, 2012
2. Murthy CSV: *Business Ethics and Corporate Governance*, HPH, 2007

REFERENCES:

1. BholanathDutta, S.K. Podder – *Corporation Governance*, VBH.
2. Dr. K. Nirmala, KarunakaraReddy :*Business Ethics and Corporate Governance*, HPH
3. H.R.Machiraju: *Corporate Governance*, HPH, 2013
4. K. Venkataramana, *Corporate Governance*, SHBP, 2018
5. S.K. Chakraborty, *Ethics in Management- Vedantic Perspectives*, oxford India paper backs, New Delhi, 2007.



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**OPEN ELECTIVES - I
(19MB9016) ENTREPRENEURSHIP DEVELOPMENT**

COURSE OBJECTIVES

- 1. To acquire necessary skills and knowledge required for organizing and carrying out entrepreneurial activities,*
- 2. To develop the ability of analyzing and understanding business situations in which entrepreneurs act*
- 3. To develop the ability of analyzing various aspects of entrepreneurship – especially of taking over the risk, and the specificities as well as the pattern of entrepreneurship development*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Discern distinct entrepreneurial traits and identify the successful elements of successful entrepreneurial ventures*
- 2. Consider the legal and financial conditions for starting a venture and to assess the opportunities and constraints for new ventures*
- 3. Design strategies for the successful implementation of ideas*
- 4. Comprehend the evaluation of business opportunity from the prospective of an investor*
- 5. Identify the most suitable sources of finance for start-ups*
- 6. Write and execute their own business plan*

UNIT I

Nature and Forms of Entrepreneurship: Features, Entrepreneur's competencies, attitudes, qualities, functions - Entrepreneurial scenario in India and Abroad Small Business- Importance in Indian Economy- Types of ownership- Sole trading, Partnership- Important features of various types of businesses- Corporate Entrepreneurship- Intrapreneurship - Role of Government in the promotion of Entrepreneur.

UNIT II

Aspects of Promotion and Financial Aspects of the Entrepreneurship: Idea generation – opportunities - SWOT Analysis - Intellectual Property Rights. Source of Capital, Debt capital, Seed capital, Venture capital - Government Grants and Subsidies- Private Placement-Types of Investors and Private Offerings- Bootstrap financing.

UNIT III

Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle -

Project Planning, Feasibility – Project proposal & report preparation.

UNIT IV

Entrepreneurial Strategy: Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.

UNIT V

Women and Rural Entrepreneurship and EDPs: scope of entrepreneurship among women, promotional efforts supporting women entrepreneurs in India - Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO's – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.

TEXT BOOKS:

1. Robert D Hisrich, Mathew J.Manimala, Michael PPeters, Dean A.Shepherd, *Entrepreneurship*, 8/e, McGraw Hill Education, 2014.
2. Vasanth Desai, *The Dynamics of Entrepreneurial Development and Management*, 6/e, Himalaya Publishing House, Mumbai, 2018.

REFERENCES:

1. S.S. Khanka, *Entrepreneurial Development*, 1/e, S. Chand &Company Limited, 1999.
2. H. Nandan, *Fundamentals of Entrepreneurship*, 3/e, PHI, 2013.
3. BholanathDutta, *Entrepreneurship Management – text and cases*, Excel Books, 2009.
4. Holt, *Entrepreneurship – New Venture Creation*, PHI, 1991.
5. Ramachandran, *Entrepreneurship Development: Indian cases on change agents*, Tata McGraw Hill, NewDelhi, 2014.

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OPEN ELECTIVES - I
(19MB9017) SPIRITUAL MANAGEMENT

COURSE OBJECTIVES

- 1. To help the students appreciate the essential complementarities between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity, which are the core aspirations of all human beings*
- 2. To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of Existence.*
- 3. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behavior and mutually enriching interaction with Nature*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the values and the importance of value education in a society.*
- 2. Gain an understanding towards spirituality, and discern to the challenges of value adoption.*
- 3. Appreciate the major religions and the sources of values and understand the divine concept.*
- 4. Handle the principles of integrity, character development and live in balance with environment*
- 5. Realize the significance of meditation and emotional maturity for the code of conduct in the organizations and as well in the society*
- 6. Develop environmental awareness and maintain and assess personal progress to create harmony in professional as well as personal life*

UNIT I

Value Education & Spirituality:-Definition, Concept and Classification of values - The need for value education in India- Developing Spirituality-Challenges of Value Adoption – Religions- Spirituality & Secularism

UNIT II

Major Religions, Consciousness & The Divine: - Hinduism, Jainism & Buddhism, Christianity, Islam & Sikhism- Consciousness & the Divine-Exploring the Self, God, the Supreme Soul – Source of Values

UNIT III

Personal Development & Value In Life: The principles of integrity- Character Development- Values in everyday life- Values, Virtues, Powers & Qualities- Timeless Truths

UNIT IV

Meditation & value In Society: Meditation- Positive thinking & Emotional Maturity- Women's Empowerment- Overcoming Addiction- Environmental Awareness

UNIT V

Personal Progress & Field Study: Personal progress manual- Field Project

TEXT BOOKS:

1. Prof.M.Venkata Reddy, *Scientific Studies on Yoga, Hyderabad, A.P, Yogadhyana Parisad, 2008*
2. V.M.Kulkarni, *Naturopathy the art of drugless healing, Srisatguru publication, Delhi, 1986*

REFERENCES:

1. Dr.TulasiraoRatti, *Philosophy of yoga and Naturopathy, Lambertacademic publication,Germany,2012.*
2. Swami SatyananadaSaraswati,*Yogic Management ofCommon Diseases, Bihar School of Yoga,Munger,Bihar, 1992.*
3. SwamyKuvalyanananda*Yogic therapy its BasicPrinciples & Methods,Kaivalyadhama, 2011.*



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**OPEN ELECTIVES - I
(19MB9018) BASICS OF BUSINESS PROCESS OUTSOURCING**

COURSE OBJECTIVES

- 1. This course would benefit managers interested in implementing outsourcing functions and processes, and individuals researching the progression of outsourcing services and how to manage them correctly.*
- 2. Understand how Business process outsourcing has become a popular and effective strategy used by many businesses globally.*
- 3. Students learn the benefits and advantages of implementing outsourcing processes and techniques, and how it helps increase a company's flexibility and productivity.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the basics of business process outsourcing and the challenges of Off shoring.*
- 2. Analyze the opportunities, issues and problems, components that control the business process outsourcing industry.*
- 3. Demonstrate the ability to handle the aspects of health care BPOs and financial services BPOs.*
- 4. Realize the significance of outsourcing and assessing the new trends in the BPO organizations*
- 5. Develop appropriate technologies and management patterns to create careers in BPOs.*
- 6. Realize the new opportunities in various other sectors that can offer BPOs.*

UNIT I

Business Process Outsourcing – Basics, Benefits of BPO, Growth Drivers, BPO Models and Types of Vendors – Offshore- BPO – Evolution Destinations- Challenges of Off shoring- BPO Companies in India.

UNIT II

BPO Industry – Employment Opportunities – Employee Structure – Skill Set Required– Compensation Levels – Contact Centre BPO – Types of Call Centers – Technology – Components and working of a Call center – Issues and Problems – Case Study – Intel net Global.

UNIT III

Healthcare BPO – Structure of the Indian Healthcare Sector – Activity Profile – Future Trends and Threats – Case Study – C-bay Systems - Transaction Processing BPO - Elements of Back – Office Services – Financial Services –Insurance – Case Studies – Datamatics – Hinduja TMT

UNIT IV

Human Resource BPO – Reasons for outsourcing HR – Activities involved in HR BPO– HR Outsourcing Trends – Career in HR BPO – Emerging BPO Domains.

UNIT V

Media and Entertainment BPO: – Case Study, Publishing BPO.

TEXT BOOKS:

1. VinodV.Sople ,*Business Process Outsourcing* , second Edition, Prentice hall India, 2016.
2. Rick.L Thomas .N Duening, *Business Process Outsourcing the competitive advantage*, Wiley, 2004.

REFERENCES:

1. Bingham, J. *Mastering data processing. Macmillan PublishingHouse*, 1983.
2. Clifton, HD. *System analysis for business data processing. India: PrenticeHall Publication*, 1969.
3. Kulkarni, Sarik,*Business process outsourcing. Delhi: JaicoPublishing House*, 2005.
4. Shikapur, Deepak. . *BPO Digest. Ameya InspiringBooks*, 2004.
5. Shanmugasundaram, *Customer Relationship Management: Modern Trends and Perspectives*, PHI publication,2010.



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**OPEN ELECTIVES - I
(19MB9019) AGRI-BUSINESS MANAGEMENT**

COURSE OBJECTIVES

- 1. To provide an awareness about the agribusiness and its role in Indian economy*
- 2. To develop the management competencies required by people in the field of Agriculture*
- 3. To establish and support profitable agribusiness in a competitive global business environment.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Understand the fundamentals of management with reference to agribusiness*
- 2. Acquaint with agricultural contribution towards Indian economy*
- 3. Realize the significance of environment affecting agribusiness and recognize the various sources of finance towards agri business*
- 4. Apply the managerial functions and its applications with reference to agribusiness*
- 5. Learn the concepts and process of Agricultural Marketing and Cooperation*
- 6. Get knowledge about the recent developments in Agribusiness Management*

UNIT I

Introduction of Agribusiness: Agri business- Scope, nature, significance and challenges of Agri business- Functional Classification of Agri business- Agri business network- Agribusiness Value Chain- Contract Farming- Cooperative Farming- Group Farming- Corporate Farming - production of Hi-tech agri- Crops, agro based industries etc; Role of agriculture in Indian Economy.

UNIT II

Agriculture and Indian Economy: Importance of agriculture/forestry/ horticulture/ livestock in national economy. Production of major cereal crops, vegetable crops, fruits and their importance in human diet. Major soils of India, essential plant nutrients, their role, deficiency symptoms and sources - Pests and diseases of major crops, vegetables, fruits and their management Forestry production, pests and diseases management of major trees grown in India Organizational set up of agricultural research, education and extension in India.

UNIT III

Agri Business Environment: Characteristics of demand for farm products - Concept and measurement of own price, elasticity of demand and their interrelationship, Characteristics of farm product markets in India, Forecasting of demand for food products.

Agricultural Finance: Source of Agricultural Finance, Institutional System of Agricultural Finance, NABARD and Co-operative Credit for Agriculture Sector. Crop insurance and Kisan Credit Card. Choose any agribusiness product and do SWOT analysis.

UNIT IV

Agricultural Marketing and Cooperation: Fundamentals of managerial economics, market structure conduct and performance-agricultural marketing concepts- functions and institutions, trade in agriculture sector- principles of corporation- cooperatives in India-agribusiness institutions in India; entrepreneurship development.

UNIT V

Recent Trends in Agri Business: Green houses-role of Biotechnology in Agriculture-commercialization of agriculture- tissue culture- green house operations- genetically modified crops- Emerging trends in production- marketing and exports of agro products.

TEXT BOOKS:

1. Jain,S.C. *Agriculture Planning in Developed countries*, Excel Books,2003
2. Johl&Kapur, *Fundamentals of farm business management*, Kalyani Publisher, 2015.

REFERENCE BOOKS:

1. Sadhu & Singh, *Fundamentals of agriculture economics*, 11/e, Himalaya Publishing House, 2019.
2. Pradeep Kashyap, *Rural Marketing*, Dreamtech Publishing, 2005
3. Ramaswami & Namakumari, *Marketing Management Global Perspective Indian context*, Mac Millan Publishers, 2009.
4. Dr. Smita Diwase, *Indian Agriculture & Agri-business Management*,2/e, Scientific Publishers, 2014.
5. ArunBhatnagar, *Rural Marketing & Agri-business Management*, Kalyani Publishers,2019

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**OPEN ELECTIVES - I
(19MB9020) EXPORT AND IMPORT MANAGEMENT**

COURSE OBJECTIVES

- 1. To help the students understand the theories and concepts, which control the foreign trade*
- 2. To facilitate the realization of the significance of foreign trade, business environment and regulatory bodies at the international level.*
- 3. To highlight plausible implications of promotion measures and control measures in terms of tariffs, quota and balance of payments.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the theories of international trade, balance of trade and adjustment mechanisms.*
- 2. Get an insight into various instruments that control the international trade and avoid discriminatory practices*
- 3. Realize the significance of export marketing, contracts and the role of promotion councils*
- 4. Handle the payment methods, risks and various financing strategies in export and import process*
- 5. Recognize the different agencies involved in EXIM process and their role in the international trade*
- 6. Observe and explore the international environmental factors, international institutions that control the trade.*

UNIT I

Theories of foreign trade: Absolute and comparative advantage theories, modern theory of trade, terms of trade, theory of international trade in services, balance of payments and adjustment mechanism.

UNIT II

Commercial Policy Instruments: Tariffs, quotes, anti-dumping/countervailing duties, technical standards, exchange controls and other non-tariff measures.

UNIT III

India's foreign trade and Policy: Direction and composition of India's Foreign Trade. Export – Import Policy, Export Promotion and Institutional set up. Deemed exports - Rupee convertibility

UNIT IV

Instruments of Export Promotion: Role of different Export Promotion bodies; Export assistance and promotion measures including various export promotion schemes and assistance- Role of export houses- trading houses and state trading organization-EPZs and SEZs.

UNIT V

International Business Environment: World economic and trading situation- impact of globalization- International institutions and agreement- WTO/GATT/other international trade bodies- trading block- multilateral trade negotiation/agreement- bilateral trade agreement- GSP.

TEXT BOOKS:

1. Justin Paul and Rajiv Aserkar, *Export Import Management*, Oxford University Press, India, 2013.
2. Aseem Kumar, *Export and Import Management*, EXCEL Books, 2007

REFERENCES:

1. C Rama Gopal, *Export Import Procedures*, New Age International Ltd, 2019.
2. V SSheshadri, *Changing face of India's External Trade*, *Economic and Political Weekly*, 44(35), 43-49. .
3. Aradhana Aggarwal, *SEZs in India: Analyzing Export Performance*, *Universal Journal of Industrial and Business Management* 4(2): 44-52, 2016.
4. Aradhana Aggarwal, *SEZs: Revisiting the Policy Debates*, *Economic and Political Weekly*, 41, 2006.
5. *The New Foreign Trade Policy (2009-2014)*, Ministry of Commerce and Industry, Government of India.

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**PROFESSIONAL ELECTIVE - I
(19MB9021) INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

COURSE OBJECTIVES

- 1. To help the students get theoretical underpinning of concepts of investment and portfolio management*
- 2. To provide an insight about the relationship between risk and return and measurement of risk*
- 3. To familiarize the students with the fundamental and technical analysis of the diverse investment avenues.*

COURSE OUTCOMES:

After the completion of course Students will be able to:

- 1. Develop an understanding about investment management and trading securities*
- 2. Examine and value the major investment vehicles and strategies to allocate funds*
- 3. Make decisions of allocation and selection of assets based on trade-off between risk and return, risk mitigating tools and investment avenues.*
- 4. Define the objectives in constructing and managing a portfolio and learn to create an investment policy statement.*
- 5. Develop knowledge of modern portfolio theory and effect of diversification on investment portfolios*
- 6. Gain knowledge to measure and evaluate portfolio performance and to manage the risk.*

UNIT I

Investments: Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.

UNIT II

Security Analysis: Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory-Efficient Market Hypothesis.

UNIT III

Analysis and Valuation of Bonds: Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.

UNIT IV

Equity Valuation Models: Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

UNIT V

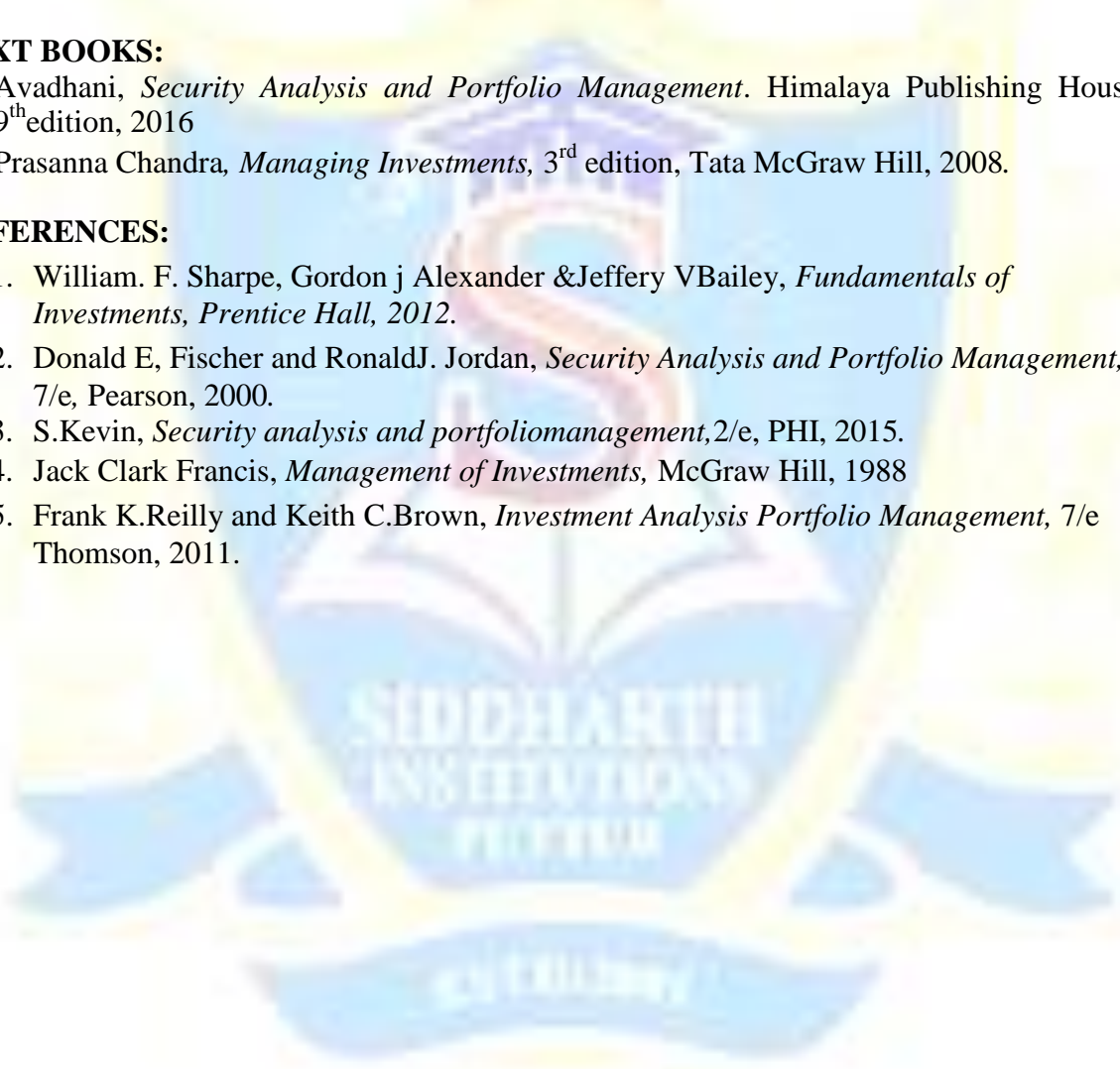
Portfolio Management: Concept of Portfolio Management-Optimal Portfolio- Theories of Portfolio- Markowitz Model, Capital Asset Pricing Model- Capital Market Line and Securities market line- Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return. Performance of Portfolio – Meaning – Models - Jenson's Model. Sharpe's Model and Trynor' s Model – Techniques of Portfolio revision – Formula Plans- Constant Rupee Value Plan – Constant Ratio Plan- Variable Ratio Plan.

TEXT BOOKS:

1. Avadhani, *Security Analysis and Portfolio Management*. Himalaya Publishing House, 9th edition, 2016
2. Prasanna Chandra, *Managing Investments*, 3rd edition, Tata McGraw Hill, 2008.

REFERENCES:

1. William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey, *Fundamentals of Investments*, Prentice Hall, 2012.
2. Donald E, Fischer and Ronald J. Jordan, *Security Analysis and Portfolio Management*, 7/e, Pearson, 2000.
3. S. Kevin, *Security analysis and portfolio management*, 2/e, PHI, 2015.
4. Jack Clark Francis, *Management of Investments*, McGraw Hill, 1988
5. Frank K. Reilly and Keith C. Brown, *Investment Analysis Portfolio Management*, 7/e Thomson, 2011.



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**PROFESSIONAL ELECTIVE - I
(19MB9022) SALES AND DISTRIBUTION MANAGEMENT**

COURSE OBJECTIVES

- 1. To introduce course participants to national and international sales and distribution practices*
- 2. To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales & distribution management systems*
- 3. To sharpen decision making skills of future sales and distribution managers*

COURSE OUTCOMES:

After the completion of course Students will be able to:

- 1. Gain an understanding about the roles and responsibilities of the Sales Managers*
- 2. Manage and enhance the sales force productivity and performance.*
- 3. Get an insight towards distribution channels, their organization structures and to make value addition to channels.*
- 4. Plan and implement an effective sales strategy for their organizations.*
- 5. Design and implement distribution channel strategy.*
- 6. Manage the Channels efficiency and effectiveness across countries*

UNIT I

Introduction: Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives

UNIT II

Management of Sales: Concepts of Sales Organization- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force.

UNIT III

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 IV

Designing Channel Systems: Channel Design factor – Channel planning process-Ideal Channel structure – Training, Motivating &Evaluating Channel members- Channel Design Comparison – Implementation

UNIT V

Managing the 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. Pingali Venugopal, *Sales and Distribution Management: An Indian Perspective*, SAGE Publications, 2008
2. SL Gupta, *Sales and Distribution Management*, EXCEL Books, 2009.

REFERENCES:

1. John F Tanner Jr, Earl D Honeycutt J r& Robert C Erffmeyer *Sales Management*, 2/e, Pearson Education, 2014.
2. Krishna K Havaladar & Vasant M Cavale *Sales and Distribution Management*, 2/e, TMH, 2011.
3. Chunawala, *Advertising, Sales and promotion Management*, 6/e, Himalaya, 2016.
4. Tapan K .Panda, Sunil Sahadev, *Sales and Distribution Management*, 2/e, Oxford, 2011.



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**PROFESSIONAL ELECTIVE - I
(19MB9023) PERFORMANCE MANAGEMENT SYSTEMS**

COURSE OBJECTIVES

- 1. To help the students to know about the importance of effective performance management systems in organizations.*
- 2. To emphasize the measuring of effectiveness of human resource activities designed to enhance performance of individuals and organizations*
- 3. To explain the skills needed for effective management of individual and team performance*

COURSE OUTCOMES:

After the completion of course Students will be able to:

- 1. Gain an insight towards performance management and performance appraisal.*
- 2. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.*
- 3. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.*
- 4. Practically experience a number of tools which are critical to the new performance management systems.*
- 5. Realize the value of and drawbacks of modern performance management systems such as 360, MBO conducted in the organizations.*
- 6. Develop an understanding towards the issues involved in effective performance management*

UNIT I

Introduction to Performance management: Origin & development of performance management, Definition, Concept -Performance management vs performance appraisal- Performance management vs Human resource management- Purposes- Significance, performance management skills.

UNIT II

Mentoring and monitoring : Concept of mentoring - Benefits of mentoring - Characteristics of mentor- Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance - Performance reviews- Objectives, Frequency of Review- Conducting review meetings- Guidelines for conducting meetings.

UNIT III

Coaching and counseling: Definition of coaching, process, Coaching for performance improvement – counseling- Tips for effective coaching Counseling - Functions of counseling- Steps in counseling process

UNIT IV

Annual Stock taking: Stock taking of performance -Uses –Appraisal system design, Process and approaches - Appraisal methods - MBO and Assessment centre -360 degree appraisal - Balanced score card- Stock taking of potential- Appraisal for reward - Appraisal for recognition

UNIT V

Issues in Performance Management: Team Performance, Performance of Learning Organizations and Virtual Teams - Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay

TEXT BOOKS:

1. Dipak Kumar Bhattacharya, *Performance Management Systems and Strategies*, Pearson Education India, 2011
2. Sharma, Davinder, *Performance Appraisal and Management*, 1/e, HPH, 2010.

REFERENCES:

1. Dinesh k.Srivatsava, *Performance Management*, Excel Books, 2005.
2. Srinivas R. Kandula, *Performance management*, PHI, 2006.
3. A.S.Kohli, T.Deb, *Performance Management*, Oxford, 2008.
4. RK Sahu, *Performance Management System*, EXCEL Books, 2009



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**PROFESSIONAL ELECTIVE - I
(19MB9024) ENTERPRISE RESOURCE PLANNING**

COURSE OBJECTIVES

- 1. To provide an understanding of the fundamental concepts of ERP systems, their architecture and working modules*
- 2. To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.*
- 3. To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.*

COURSE OUTCOMES:

After the completion of course Students will be able to:

- 1. Make basic use of Enterprise software, and its role in integrating business functions*
- 2. Analyze the strategic options for ERP identification and adoption.*
- 3. Develop and design the modules used in ERP systems*
- 4. Create reengineered business processes for successful ERP implementation.*
- 5. Customize the existing modules of ERP systems.*
- 6. Examine the places where formal development approaches of ERP systems can be fruitful and where they may not be so helpful.*

UNIT I

Induction to ERP: Overview of ERP, MRPI, MRPII and Evolution of ERP- Business Modeling- ERP related technologies- Business PROCESS Re- engineering (BPR) – BPR Process- Myths regarding BPR- ERP Architecture.

UNIT II

Business Intelligence Systems-Data Mining- Data Warehousing- On-line Analytical Processing (OLAP)- On-line Transaction Processing (OLTP)

UNIT III

ERP Modules: Finance Controlling- Accounting System,- Manufacturing and Production Systems- Sales and Distribution Systems- Human Resource Systems Plant Maintenance System- Material Management System- Quality Management System.

UNIT IV

ERP Implementation: ERP Implementation life cycle- ERP package selection- ERP Implementation process- ERP project teams-ERP operation and Maintenance

UNIT V

ERP Products: SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

TEXT BOOKS:

1. Alexis Leon, *Enterprise Resource Planning*, Second Edition, TMH, 2007
2. Venugopal Rao, *Enterprise Resource Planning and MIS*, Excel, 2009.

REFERENCES:

1. Luvai Motiwala & J Thomson, *Enterprise Resource Systems for Management*, 2/e, Pearson, 2012.
2. David L.Olson, *Managerial Issues of ERP*, McGraw Hill, 2011.
3. Jagan Nathan Vaman, *ERP in practice*, Tata McGraw-Hill, 2007.
4. Vinod Kumar Garg and NK Venkita Krishnan, *ERP concepts &Practice*, 2/e, PHI, 2004.
5. Daniel E.O'Leary, *Enterprise Resource Planning Systems*, Cambridge University Press, 2002.



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**PROFESSIONAL ELECTIVE - II
(19MB9025) RISK MANAGEMENT AND INSURANCE**

COURSE OBJECTIVES

- 1. To provide an understanding and an appreciation of the principles and practice of Risk management & insurance will enable financial planning for the handling of risk in an organization.*
- 2. To educate the students significance of systematic risk and unsystematic risk.*
- 3. To provide knowledge about the application of the Insurance mechanism in Risk management*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the Principles, essential features and objectives of risk management.*
- 2. Gain knowledge of the range of financial and financial related risks facing organizations.*
- 3. Examine the role of public policy including social insurance in personal financial planning and risk management.*
- 4. Determine approach to risk management through risk identification, risk measurement and risk management (or mitigation)*
- 5. Identify, understand operational risk and how to manage it.*
- 6. Assess significance of insurance policies and calculation of insurance premiums for living and non – living objects.*

UNIT I

Introduction to Risk: Types of Risks facing Business and Individuals- Risk Management Process- Risk Management Methods-Risk Management Techniques- Insurance as a Risk Management- Techniques Principles of Insurance.

UNIT II

Requirements of an Insurance Contract: Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers-Risk Aversion and Risk Management- by Individuals & Corporations- Loss Control- Types of Loss Control, Optional Loss Control when Costs and Benefits are known.

UNIT III

Indian Insurance Industry: Life Insurance, General Insurance – Growth, Development Role of Insurance in the economy- Regulation of Indian Insurance Business.

UNIT IV

Risk Management and Shareholders Wealth: Risk Retention / Reduction Decision, Alternative risk Management, Analysis of insurance coverage- legal aspects of insurance contracts – insurance contract analysis – property and liability coverage.

UNIT V

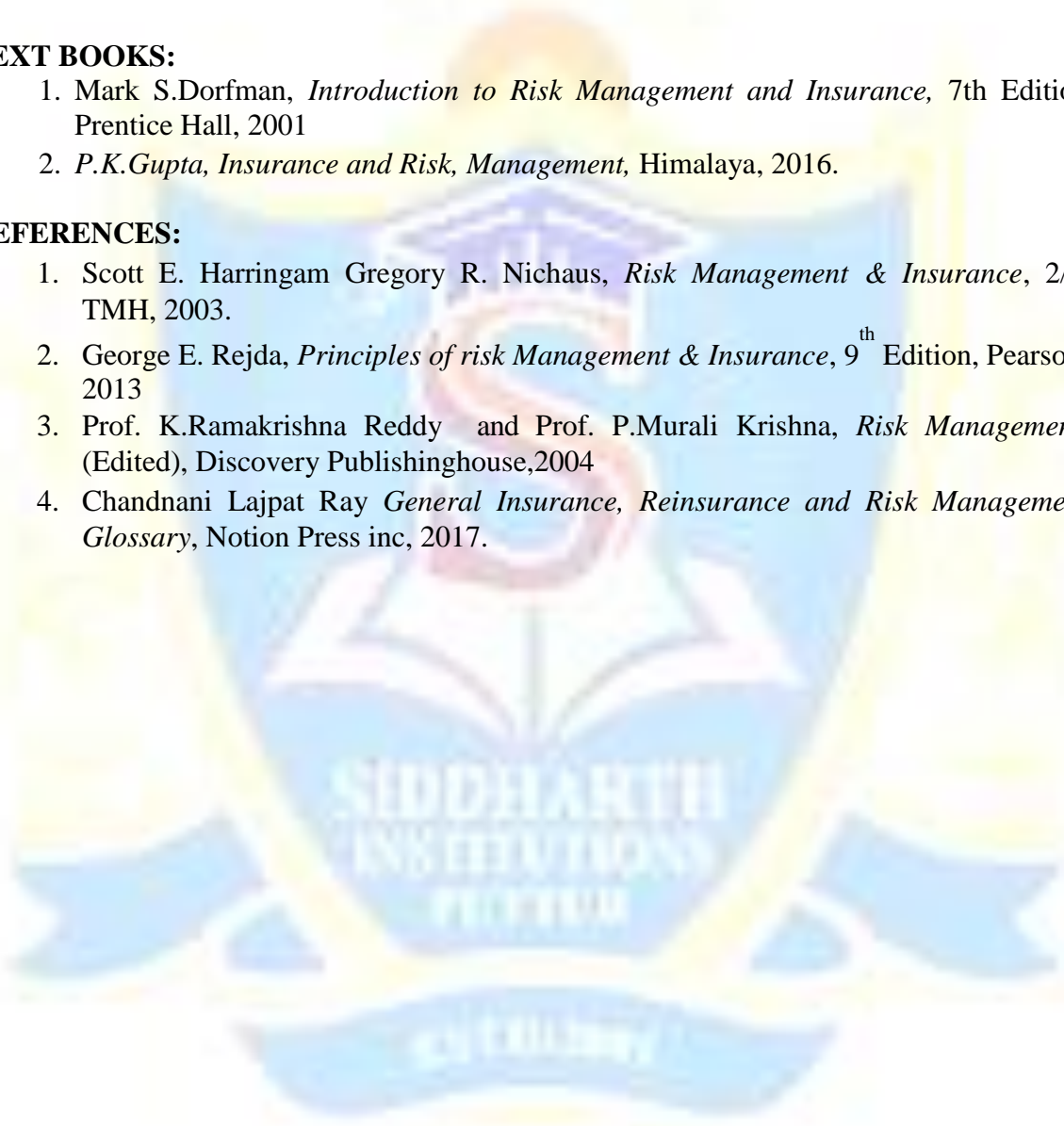
Benefit Programs: Health care financing and health insurance – employee benefit plans– designing issues in employee benefit plan.

TEXT BOOKS:

1. Mark S.Dorfman, *Introduction to Risk Management and Insurance*, 7th Edition Prentice Hall, 2001
2. P.K.Gupta, *Insurance and Risk, Management*, Himalaya, 2016.

REFERENCES:

1. Scott E. Harringam Gregory R. Nichaus, *Risk Management & Insurance*, 2/e, TMH, 2003.
2. George E. Rejda, *Principles of risk Management & Insurance*, 9th Edition, Pearson, 2013
3. Prof. K.Ramakrishna Reddy and Prof. P.Murali Krishna, *Risk Management*, (Edited), Discovery Publishinghouse,2004
4. Chandnani Lajpat Ray *General Insurance, Reinsurance and Risk Management Glossary*, Notion Press inc, 2017.



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**PROFESSIONAL ELECTIVE - II
(19MB9026) ADVERTISING AND SALES PROMOTION MANAGEMENT**

COURSE OBJECTIVES

- 1. To provide students with detailed knowledge on advertising & Sales Promotion.*
- 2. To enable the students to know about the role of advertising in the business world.*
- 3. To provide an understanding about sales promotion activities and their role in marketing.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about various types of advertising and its forms.*
- 2. Realize the significance of advertising agency and the client agency relationship through selection of media*
- 3. Handle advertising budget and measure the effectiveness of advertising.*
- 4. Comprehend the values and ethics in advertising and apply in practice*
- 5. Identify various suitable sales promotion tools and techniques for various groups*
- 6. Organize and measure the effectiveness of sales promotion campaigns.*

UNIT I

Advertising: Changing concept- role of advertising in a developing economy- a critical appraisal- types of advertisement- consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix, Advertising department and advertisement manager.

UNIT II

Organizing for Advertising: objectives and functions - Role and functions of advertisement agencies - Advertising agency skills and service- client agency relationship Media selection- print- broadcasting- outdoor media - Visual layout, art work, production traffic copy- effective use of words

UNIT III

Advertisement budgets and effectiveness: objectives and Importance of Budgeting - Methods: Affordable Method, Competitive parity and Task objective Method-Testing of advertising effectiveness- Pre-testing, post testing, experimental designs

UNIT IV

Ethics in Advertising: Introduction, Perceived Role of Advertising-The Advertising

Standards Council of India (ASCI)- Forms of Ethical Violations- Misleading advertising; Advertising to children, Product endorsements, Stereotyping, Cultural, religious and racial sensitivity in advertising, Obscenity in advertising

UNIT V

Sales Promotion: Importance and objectives of sales promotion- sales promotion tools and techniques - samples point of purchase- displays & demonstrations, exhibitions & fashion shows- sales contests & games of chance and skill, lotteries gifts offers for consumer, middleman and sales men - Measuring effects of sales promotions- Organizing Sales Promotion Campaigns.

TEXT BOOKS:

1. SHH Kazmi, Satish K Batra, *Advertising & Sales promotion*, Excel Books, 2009.
2. S AChunawalla, *Advertising sales and Promotion Management*, 6/e, Himalaya Publishing House, 2019.

REFERENCES:

1. Clow, Baack, *Integrated Advertising, Promotion and Marketing Communications*, 8/e, Pearson, 2018.
2. Kruti shah, AlonD'Souza, *Integrated Advertising, Promotion and Marketing Communications*, 1/e, TMH, 2008.
3. RituNarrang *Advertising, selling & Promotions*, Pearson, 2019.
4. Kruti Shah , *Advertising and Integrated Marketing Communications*, McGraw Hill, 2017
5. John R Rossiter, *Advertising and Promotion Management* –McGraw hill, 1/e, 1997.

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**PROFESSIONAL ELECTIVE - II
(19MB9027) KNOWLEDGE MANAGEMENT**

COURSE OBJECTIVES

- 1. To provide the basics of the emerging area of Knowledge Management to students.*
- 2. To highlight important concepts as Knowledge management and Information Technology, Knowledge process, etc.*
- 3. To reflect upon different knowledge management paradigms and their value to the organization*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Explain the key theories and models that inform knowledge management*
- 2. Critically apply theory to organisations in order to identify and justify effective knowledge management strategies and activities*
- 3. Access and evaluate essentials relating to knowledge management*
- 4. Communicate clearly and implement effectively varying formats and technologies*
- 5. Design problem solutions based upon research findings and critical assessment of current theory and practice*
- 6. Develop an insight towards the future of knowledge management from industry perspective*

UNIT I

Introduction to Knowledge Management: Definition, scope and significance of Knowledge Management, Techniques of Knowledge Management Difficulties in Knowledge Management- Principles of Knowledge Management- types of knowledge management Measures for meeting the challenges of implementing KM programmes.

UNIT II

Essentials of Knowledge Management: Organizational Knowledge Management, Characteristics, components - Organizational knowledge types- Organizational knowledge capital- Organizational knowledge classification - Knowledge Life cycle-Organizational knowledge sources- process, Knowledge Conversion - Organizational knowledge progression – Technology Enablers - Organizational Human Capital –Meta Knowledge

UNIT III

Implementation of Knowledge Management: Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet platforms-web Portals- Information Architecture- A three-way Balancing Act- KM-the Indian experience- Net Banking in India- The Mystique of a Learning Organization.

UNIT IV

Knowledge Management and Information Technology: Role Information Technology in Knowledge Management Systems- Knowledge Management tools- Creative effective Knowledge Management Systems through Information Technology- E-commerce and Knowledge Management.

UNIT V

Future of Knowledge Management and Industry perspective: Companies on the road to knowledge management- Knowledge Management in Manufacturing and service industry- challenges and future of Knowledge Management.

TEXT BOOKS:

1. Tapan K Panda, *Knowledge Management*, Excel, 2008.
2. B.Rathan Reddy, *Knowledge Management*, Himalaya, 2018.

REFERENCES:

1. Awad Elisa, *Knowledge Management*, PHI, 2011.
2. Becerra Fernandez, *Knowledge management: An Evolutionary view*, 2/e, Routledge, 1836
3. Hislop, *Knowledge Management*, 4/e, Oxford University Press, 2018.
4. Paul R Gamble, John Blackwell, *Knowledge Management: A State of the Art Guide*, Kogan Page, 2001
5. Mattison, *Web Warehousing & Knowledge Management*, Tata McGraw-Hill, 1999

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**PROFESSIONAL ELECTIVE - II
(19MB9028) DATA WAREHOUSING AND MINING**

COURSE OBJECTIVES

1. *To identify the scope and essentiality of Data Ware housing and Mining.*
2. *To analyze data, choose relevant models and algorithms for respective applications.*
3. *To study spatial and web data mining.*

COURSE OUTCOMES

After the completion of course Students will be able to:

1. *Gain an understanding towards Data Warehouse fundamentals, Data Mining Principles*
2. *Design data warehouse with dimensional modeling and apply OLAP operations.*
3. *Identify appropriate data mining algorithms to solve real world problems*
4. *Compare and evaluate different data mining techniques like classification, prediction, clustering and association rule mining*
5. *Describe complex data types with respect to spatial and web mining.*
6. *Apply and select suitable methods for data analysis.*

UNIT I

Managing Data: Individual Data Management - Organisational Data Warehousing and Data Management - Components of Organisational Memory - Evaluation of Database Technology

UNIT II

Database Systems in the Organisation: Data Sharing and Data Bases – Sharing Data Between Functional Units - Sharing Data Between Different Levels of Users - Sharing Data Between Different Locations and Data Warehousing.

UNIT III

The Data Warehouse Data Base: Context of Data Warehouse Data Base, Data Base Structures – Organizing Relational Data ware house – Multi- Dimensional Data Structures – Choosing a Structure - Meta Data- Human Meta Data- Computer Based Meta Data for people to use- Computer based Meta Data for the Computer to use.

UNIT IV

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries OLAP Constructing a Data warehouse System: Stages of the Project – Developing a Project Plan- Data warehousing Design Approaches – The Architecture Stage.

UNIT V

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. Berson, Smith, *Data warehousing, Data Mining OLAP*, TMH, 2017
2. Pang Ning Tan, Michael Steinbach, Vipin Kumar, *Introduction to data mining – 2/e*, Pearson, 2016.

REFERENCES:

1. T.H.M.Sivanandam, *Data Mining Techniques and Tasks*, Thomson, 2007.
2. Efram G.Mallach *Decision Support Systems and Data warehouse Systems*, McGraw Hill, 2000.
3. Marakas, *Modern Data Warehousing, Mining and Visualization Core Concepts*, Pearson, 2002



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**PROFESSIONAL ELECTIVE - III
(19MB9029) FINANCIAL MARKETS AND SERVICES**

COURSE OBJECTIVES

- 1. To give information about the prevailing financial system in India and role of SEBI*
- 2. To provide basic knowledge about the financial markets and various services provided in the markets.*
- 3. To describe the function, pricing, and institutional structures of financial markets.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.*
- 2. Apply concepts relevant to financial markets and financial institutions, such as the flow of funds, levels of interest rates and interest rate differentials*
- 3. Identify the functions of financial markets and institutions and examine their impact on the level of interest rates and interest differentials.*
- 4. Describe the instruments, participants and operation of the money market and role of intermediaries in the primary market*
- 5. Explore the integration of international financial markets and analyze the implications for financial managers.*
- 6. Evaluate and create strategies to promote financial products and services*

UNIT I

Introduction to Financial System: Elements of Financial System and Economic Development- Regulatory and Promotional Institutions- Function and Role of RBI- Monetary Policy and Techniques of RBI.

UNIT II

The Banking and Non-banking Institutions: The public and the private sectors-structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA

UNIT III

Financial and Securities Markets: Primary and Secondary Markets, Structure and functions of Money Market -Call call money market-Government Securities Market – T-bills market- Commercial Bills market- Commercial paper and certificate of deposits.

Securities markets:- Organization and structure- listing trading and settlement of securities market-The role and functions of SEBI.

UNIT IV

Fund Based Services: Lease and Hire Purchase, Consumer Credit and Factoring- Venture Capital Financing and Housing Finance

UNIT V

Fee-based Services: Stock broking- Credit Rating- Merchant Banking- Portfolio services. Underwriting- Depository services- Challenges faced by Investment Bankers.

TEXT BOOKS:

1. L. M. Bhole, *Financial Institutions and Markets*, 4/e Tata McGraw Hill, 2004.
2. Gordon & Natarajan, *Financial services*, 10/e, Himalaya publishers, 2016.

REFERENCES:

1. Appannaiah, Sharma, *Financial Markets and services*, HPH, 2015.
2. Thripati, *Financial services*, PHI, 2007.
3. M Y Khan, *Financial Services*, 10th edition TMH, 2019.
4. Ravi M. Kishore, *Financial Management*, Taxmann's, 6th edition, 2015
5. Meir Kohn, *Financial Institutions and Markets*, Oxford University Press, 2007.



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**PROFESSIONAL ELECTIVE - III
(19MB9030) CONSUMER BEHAVIOUR**

COURSE OBJECTIVES

- 1. To understand consumer behaviour in an informed and systematic way.*
- 2. To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.*
- 3. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.*

COURSE OUTCOMES:

After the completion of course Students will be able to:

- 1. Demonstrate how knowledge of consumer behaviour can be applied to marketing.*
- 2. Identify and explain factors which influence consumer behaviour.*
- 3. Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.*
- 4. Realize the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.*
- 5. Develop marketing strategies that are consumer based and create and enhance customer*
- 6. Discern the concept of Consumerism and legislative responses to consumerism, and marketer responses to consumer issues*

UNIT I

Introduction to consumer behavior: Understanding consumers and market segments- Consumer behavior and marketing strategy- Psychographic Dimensions consumer motivation- Perception, personality, Information processing, Attitude formation and attitude change.

UNIT II

Social and Cultural Environment : Economic, Demographic, Cross Cultural and socio-cultural influences- Social Stratification- Family Life Cycle Stages- nature of Family Purchases and Decision-making- Husband-wife Influences- Parent-child Influences- Consumer Socialization of Children- word-of-Mouth Communications within Groups- opinion Leadership

UNIT III

Communication and consumer behavior: Process-designing persuasive communication and diffusion of Innovations- Models of Buyer behavior- Howard – Sheth Model- EKB Model- Webster and Wind Model- Nicosia Model of Consumer Decision-making (Conflict Model)

UNIT IV

Consumer decision process : High and Low Involvement- Pre-purchase processes, Purchase-post purchase process- Consumption and Evaluation- Outlet Selection and Purchase- Brand Loyalty and Repeat Purchase Behavior

UNIT V

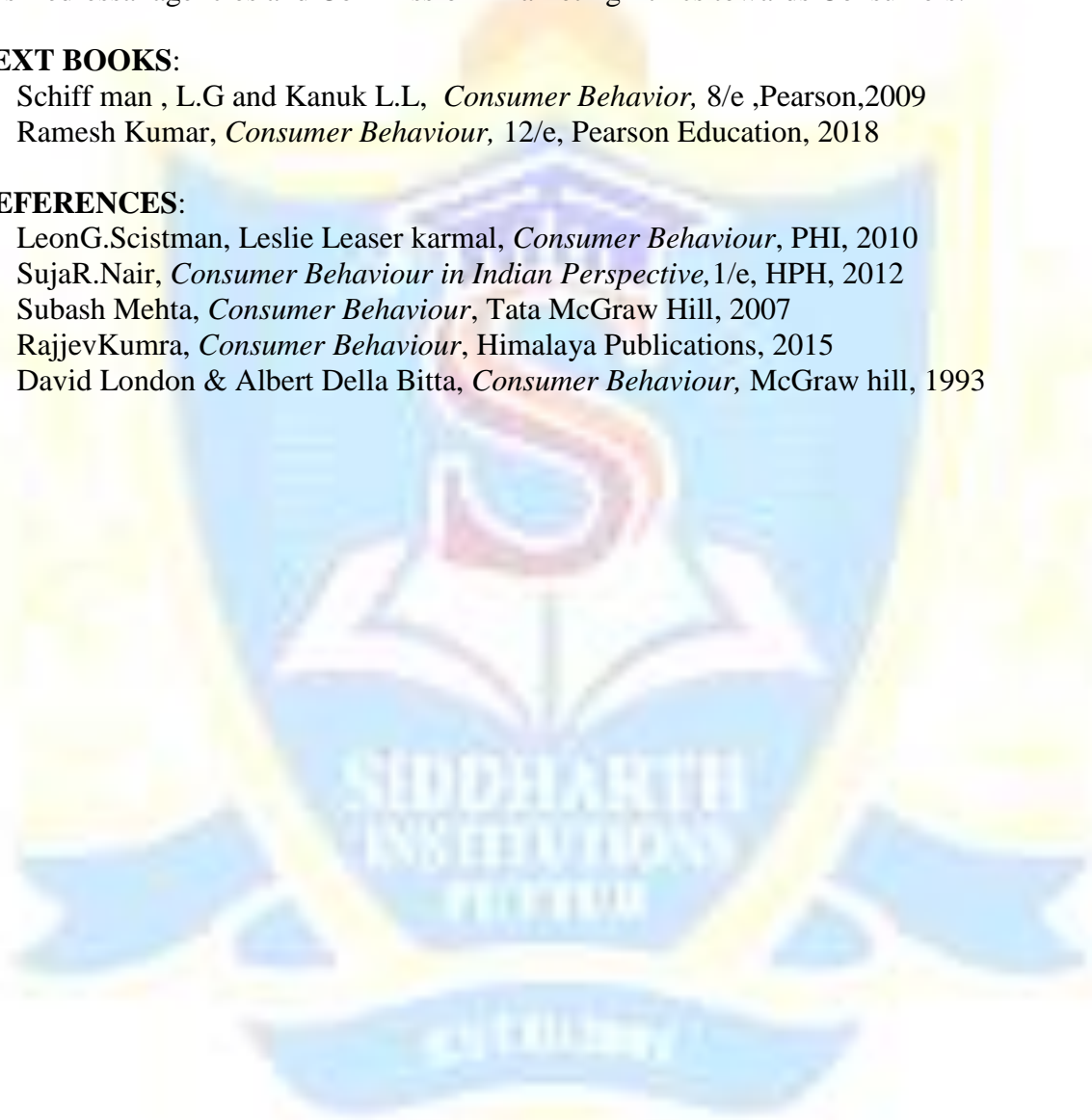
Consumerism: The roots of consumerism- consumer safety- consumer information- environmental concerns- consumer privacy- legislative responses to consumerism- and marketer responses to consumer issues- Consumer protection Act 1986- Consumer disputes Redressal agencies and Commission- Marketing Ethics towards Consumers.

TEXT BOOKS:

1. Schiff man , L.G and Kanuk L.L, *Consumer Behavior*, 8/e ,Pearson,2009
2. Ramesh Kumar, *Consumer Behaviour*, 12/e, Pearson Education, 2018

REFERENCES:

1. LeonG.Scistman, Leslie Leaser karmal, *Consumer Behaviour*, PHI, 2010
2. SujaR.Nair, *Consumer Behaviour in Indian Perspective*,1/e, HPH, 2012
3. Subash Mehta, *Consumer Behaviour*, Tata McGraw Hill, 2007
4. RajjevKumra, *Consumer Behaviour*, Himalaya Publications, 2015
5. David London & Albert Della Bitta, *Consumer Behaviour*, McGraw hill, 1993



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**PROFESSIONAL ELECTIVE - III
(19MB9031) TRAINING AND DEVELOPMENT**

COURSE OBJECTIVES

- 1. To understand the history and basic concepts of organizational training and development.*
- 2. To provide information on the various training methods available today.*
- 3. To understand the impact and use of technology on the field of training today.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Explain the role of training and development in human resources management.*
- 2. Describe the psychology of the learning process on which training is based.*
- 3. Analyze the training needs of an organization.*
- 4. Assess, design, access and implement various methods, techniques and sources of training.*
- 5. Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.*
- 6. Develop an appropriate training strategy for today's organization*

UNIT I

Training concepts: Introduction - Concept - Training Process- Significance -Models of Training-. Training function- HR and the Training function - Training and corporate strategy - Organization and Management of Training Function.

UNIT II

T&D Organizations and policies: Training Centers in organisations- Role of external agency in T&D- Training as consultancy. - Evolving Training Policy- Training budget and schedules/calendar.

UNIT III

Training Needs Assessment: Definition and purposes - Components of Needs assessment- Advantages- Competency modeling - Organization Analysis - Team Work for Conducting Training Needs Analysis- selection of Trainees

UNIT IV

Design of training programme: Course content design – Trainer skill development Facilities design- Trainee design -Resistance in Training- Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest.

UNIT V

Training methods: Indoor training methods: On-the-job Training - Off –the – job methods- Behavior Modeling- Audio Visual Enhancements to Training- Outdoor training methods, E-learning and Evaluation of T & D programme - E- learning methods-

Computer-Based Training-programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training programme- Conceptual model of training - Effectiveness - Evaluation criteria-Kirkpatrick model.

TEXT BOOKS:

1. Raymond A.Noë, *Employee Training and Development*, McGrawHill, 2017.
2. Dr. B. Janakiram, *Training & Development*, Dreamtech Press, 2007

REFERENCES:

1. B.RathanReddy,*Effective Human Resource Training and development Strategy*, Himalaya 2015.
2. Halder, *Human Resource Development*,Oxford, 2009.
3. Blanchard, Thacker,*Effective Training*, Pearson, 2013.
4. Dipakkumar Bhattacharya, *Training and Development: Theories and Applications*, SAGE publications, 2015



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**PROFESSIONAL ELECTIVE - III
(19MB9032) SUPPLY CHAIN MANAGEMENT**

COURSE OBJECTIVES

- 1. To understand the role of distribution logistics and supply chain management in an economy*
- 2. Understand the concepts of SCM such as outsourcing, distribution strategies, planning for uncertainty, decision making*
- 3. To provide an insight in to the role of IT in supply chain management*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Appreciate the evolution and identify the role of supply chain management in the economy*
- 2. Identify and evaluate the drivers of supply chain management*
- 3. Analyze the importance of make or buy decisions and identify appropriate suppliers*
- 4. Appraise the importance of supply chain networks*
- 5. Assess the risk associated with supply chain practices and take better decisions*
- 6. Familiarize with and apply various computer based supply chain optimization tools*

UNIT I

Role of Distribution in Value discovery: Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Introduction - Supply Chain – Fundamentals –Evolution-Role in Economy -Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

UNIT II

Strategic Sourcing - Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing

UNIT III

Supply Chain Network - Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation - Distribution Center Location Models- Supply Chain Network optimization models - Impact of uncertainty on Network Design – Network Design decisions using Decision trees

UNIT IV

Planning Demand, Inventory And Supply: Managing supply chain cycle inventory - Uncertainty in the supply chain -- Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management

UNIT V

Current Trends - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain - Agro Supply Chains

TEXT BOOKS:

1. DK Agarwal, *Textbook of Logistics and supply chain management*, Macmillan 2003
2. Janat Shah, *Supply Chain Management*, 6/e, Pearson, 2009,

REFERENCES:

1. Bowersox, Closs, Cooper, *Supply chain Logistics Management*, 2/e, TMH, 2012.
2. Rahul V. Altekar, *Supply chain management concepts and cases*, PHI, 2012.
3. UpendraKachru, *Exploring Supply Chain – theory and practice*, Excel, 2009.
4. Prof Martin Christopher, *Logistics and Supply Chain Management*, 4/e, FT Press, 2012.
5. Paul A Myerson, *Lean Supply Chain and Logistics Management* Create Space Independent Publishing Platform, 2017.



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**PROFESSIONAL ELECTIVE - IV
(19MB9033) COST AND MANAGEMENT ACCOUNTING**

COURSE OBJECTIVES

- 1. To understand the basic concepts and processes used to determine product costs,*
- 2. To provide knowledge on how to interpret cost accounting statements,*
- 3. To know and analyse and evaluate information for cost ascertainment, planning, control and decision making*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the role of cost accounting in the business management of manufacturing and non- manufacturing companies.*
- 2. Apply accounting methods of cost calculation and interpret cost accounting statements.*
- 3. Analyze and evaluate information for cost ascertainment, planning, control and decision making*
- 4. To know the various stock valuation methods adopted by various business organisations.*
- 5. Gain an understanding between the relationship between cost accounting, financial accounting and management accounting role in decision making.*
- 6. Prepare a budget and use budgets for performance evaluation after flexing the budget.*

UNIT I

Introduction to Management Accounting, Cost analysis and Control: Management accounting Vs. Cost accounting vs. financial accounting - Role of accounting information in planning and control - Cost concepts and Managerial use of classification of costs - Cost analysis and control - Direct and Indirect expenses - allocation and apportionment of overheads - calculation of machine hour rate - Activity based costing.

UNIT II

Costing for Specific Industries: Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants - treatment of normal losses and abnormal losses - inter-process profits - costing for by-products and equivalent production

UNIT III

Marginal Costing : Introduction - Application of Marginal costing in terms of cost control - profit planning - closing down a plant - dropping a product line - charging general and specific fixed costs - fixation of selling price - Make or buy decisions - key or limiting factor - Selection of suitable product mix - desired level of profits - diversification of products - closing down or suspending activities - level of activity planning - Break-even

analysis - application of BEP for various business problems.

UNIT IV

Budgetary Control: Budget, budgetary control - steps in budgetary control - Flexible budget - different types of budgets - sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting.

UNIT V

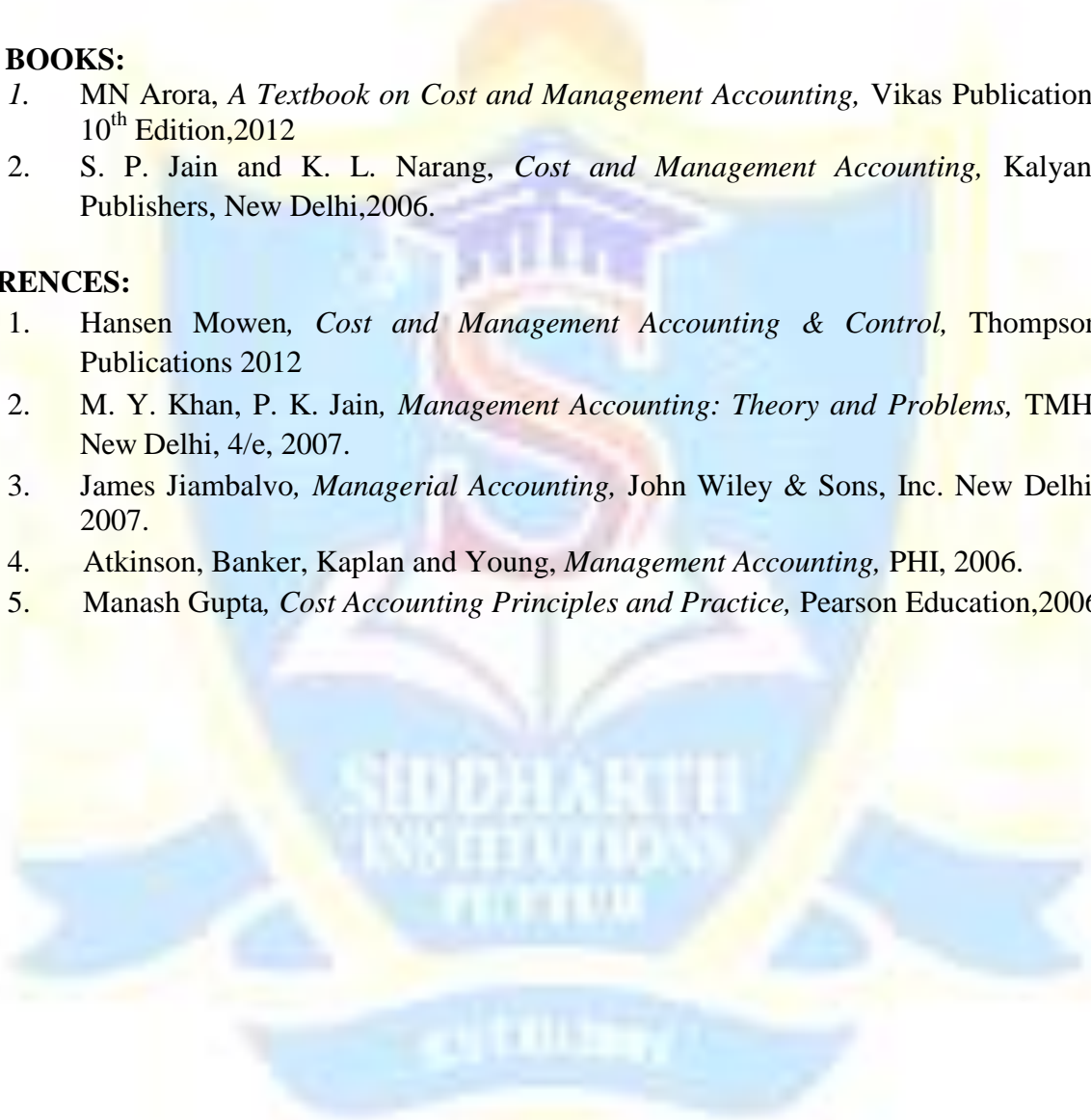
Standard Costing: Standard Cost and Standard Costing - Standard costing Vs Budgetary control - Standard costing Vs estimated cost - Standard costing and Marginal costing - analysis of variance - Material variance - Labor variance and Sales variance.

TEXT BOOKS:

1. MN Arora, *A Textbook on Cost and Management Accounting*, Vikas Publication, 10th Edition, 2012
2. S. P. Jain and K. L. Narang, *Cost and Management Accounting*, Kalyani Publishers, New Delhi, 2006.

REFERENCES:

1. Hansen Mowen, *Cost and Management Accounting & Control*, Thompson Publications 2012
2. M. Y. Khan, P. K. Jain, *Management Accounting: Theory and Problems*, TMH, New Delhi, 4/e, 2007.
3. James Jiambalvo, *Managerial Accounting*, John Wiley & Sons, Inc. New Delhi, 2007.
4. Atkinson, Banker, Kaplan and Young, *Management Accounting*, PHI, 2006.
5. Manash Gupta, *Cost Accounting Principles and Practice*, Pearson Education, 2006



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**PROFESSIONAL ELECTIVE - IV
(19MB9034) PRODUCT AND BRAND MANAGEMENT**

COURSE OBJECTIVES

- 1. To understand the concepts of product management and branding in different sector*
- 2. To learn about marketing process for different types of products and brands*
- 3. To understand the tools used by marketing managers in decision situations*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Gain an insight into the fundamental concepts of product and brand development*
- 2. Use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand*
- 3. Use tools and metrics to measure branding and interpret brand performance*
- 4. Recognize the importance of using branding strategies in an organization.*
- 5. Develop an understanding about the differences in branding to various sectors*
- 6. Assess and apply branding strategies to various products across different sectors.*

UNIT I

Product Decisions : product concepts- types of consumer products- product lines and mixes- importance of New products- product characteristics- universal product codes - Factors influencing the design of the product - changes affecting product management

UNIT II

Understanding Brands: Branding, Functions of Brands – Significance of brands – Different types of brands - brand identity - Brand image - and commodity vs Brands

UNIT III

Managing Brands and brand equity: Brand Extension, -Brand Revitalization - brand hierarchy - brand personality - brand loyalty - umbrella branding - Designing and Implementing Branding Strategies – Establishing brand values - Launching Brand Extensions Products - Managing brands overtime and Geographic boundaries

UNIT IV

Measuring & Interpreting Brand Performance: Brand assessment through research – Brand Identity-Brand positioning- Brand image - Developing a Brand Equity Management System - Measuring Sources of Brand Equity and Brand Equity measurement approaches.

UNIT V

Branding in different sectors: Customer sector, in Industrial sector, in Retail sector, in service sector, global issues in branding

TEXT BOOKS:

1. Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, *Strategic Brand Management*, Pearson Education, Third Edition, 2015.
2. H. V. Verma, *Brand Management*, Excel Books New Delhi, 2004.

REFERENCES:

1. S.Ramesh Kumar, *Marketing and Branding*, Pearson, 2007.
2. Ramanuj Majumdar, *Product Management in India*, PHI, 2007.
3. C.Nandan, *Product Management*, TMH, 2012
4. John Philip Jones, *What's in a Brand?* , TMH, 2002
5. M. G.Parameswaran, *Building Brand Value : Five Steps of Building Powerful Brands*, 2006, New Delhi: Tata McGraw Hill



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**PROFESSIONAL ELECTIVE - IV
(19MB9035) HUMAN RESOURCE PLANNING**

COURSE OBJECTIVES

- 1. To provide an understanding of different tools used in forecasting and planning human resources in organizations.*
- 2. To explain fundamental concepts, principle, techniques and judgment in supply-demand forecasting and supply programs in determining HR planning*
- 3. To facilitate the development of theoretical foundations of key areas associated with HR development in the organizations*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about how to plan for human resources and implement techniques of man power forecasting and inventorying*
- 2. Analyze the role of recruitment and selection in relation to the organization's business*
- 3. Competency to recruit, select and appraise the performance of the employees*
- 4. Handle employee issues such as employee separation and evaluate new trends in managing the staff in organizations*
- 5. Appraise succession plans and critical staffing objectives and evaluate the complexities of downsizing issues and the role of HR planning in the process of downsizing*
- 6. Develop appropriate technologies and management patterns to improve business*

UNIT I

Essence of Human Resource Planning: Meaning, definition, factors, process, importance of HRP- Macro and Micro Level Manpower Planning- Systems Approach to Human Resource Planning – Manpower Inventorying – Methods – Manpower Forecasting – Models and Techniques.

UNIT II

Recruitment – Sources – Evaluation and Selection – Procedures – Techniques – Factors Influencing Recruitment and Selection , Placement – Induction – Training – Strategies for Orienting New Employees – Career Planning

UNIT III

Manpower Utilization – Indices and Techniques - Factors Affecting Performance- Employee retention – Transfer – Promotion – Job redesign techniques – Job rotation – Job enrichment – Job enlargement.

UNIT IV

Staffing Policy - Downsizing – Retrenchment, Retirement, Redeployment, and Exit Strategy- workers participation in management- quality circles- quality of work life.

UNIT V

Human Resource Information System -Human Resource Accounting – Human Resource Auditing – Human Resource Audit Report for Business Improvement- recent trends in HRP.

TEXT BOOKS:

1. DK Bhattaacharya, *Human Resource Planning*, Excel Books India ,2019
2. James Walker, *Human Resource Planning*, McGraw hill, 2010

REFERENCES:

1. Udaiprakesh and T.V. Rao, *Human Resource System*, Oxford,2002
2. Thomas H. Patters *Manpower Planning and Development of Human Resources*, John Wiley,2009
3. Josaine Fahed Sreih, *Human Resource Planning for the 21st Century*, Intech Open, 2018
4. J Brahmam, *Human Resource Planning*, University Press,



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**PROFESSIONAL ELECTIVE - IV
(19MB9036) E - BUSINESS**

COURSE OBJECTIVES

- 1. To study the e-business strategy framework with concentration on the impact of the Internet on the macro-environment, the industry structure and the firm boundaries, the markets for e-business and the strategy options for value creation in market spaces.*
- 2. To get an understanding of existing and emerging information technologies, the functions of IS and their impact on the organizational operations.*
- 3. To use the steps of the e-business strategy formulation roadmap, link the individual steps of the roadmap to the different parts of the e-business strategy formulation, and understand the main business issues involved in each stage of the roadmap.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the E- Markets and E- business infrastructure and trends*
- 2. Identify various procurement methods, their benefits and risks and assess different options for integration of organizations' information systems with e-procurement suppliers.*
- 3. Analyze different types of portal technologies and deployment methodologies commonly used in the industry for security and reliability of E- business.*
- 4. Analyze the effectiveness of network computing and cloud computing policies in a multi-location organization.*
- 5. Analyze real business cases regarding their e-business strategies and transformation processes and choices.*
- 6. Integrate theoretical frameworks with business strategies.*

UNIT I

E-Markets: E-Markets vs. Traditional Market- E-business elements- E-Markets Success factors- E-Market Technology Solutions- E-Procurements- The purchasing process, Developments in IT purchasing- E-procurement-Models.

UNIT II

Security and Reliability for e-business: Reliability and Quality considerations and Quality requirements-Risk Management- Trust, E-business security.

UNIT III

Approaches to Middleware: Understanding Middleware- Remote Procedure calls (RPC)- Remote Method Invocation (RMI)-Message Oriented Middleware (MOM)- Data-access middleware- Remote function calling (RFC) Understanding legacy system.

UNIT IV

Enterprise application and E-business Integration: Overview of Enterprise application

and E-business Integration- Integration Challenges.

UNIT V

E-business Solutions and Protocols: Web services-service-Oriented architecture, Required business standards and protocols - Review of applicable IT Laws.

TEXT BOOKS:

1. Dave Chaffey, *E-business and E-Commerce Management*, 4th Ed, Prentice Hall / Financial Times,2002
2. Kamallesh K Bajaj & Debjani Nag, *E-Commerce, the Cutting Edge of Business*, TMH,2005

REFERENCES:

1. Parg Diwan, *E-Commerce*, Excel,2002
2. Ravi kalakota & Maina Robinson, *e-business Roadmap for success*, Pearson, 2001
3. Napier, *Creating a winning e-business*, 2/e, Cengage Learning, 2006



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(19MB9037) INDUSTRY ANALYSIS AND REPORT PRESENTATION

COURSE OBJECTIVES

- 1. To help the students understand the dynamics of a specific industry.*
- 2. To acquaint students with various issues particular to an industry.*
- 3. To provide a cross-functional perspective of the functioning of a business enterprise and an industry.*

COURSE OBJECTIVES

After the completion of course Students will be able to:

- 1. Gain an understanding of the dynamics of a specific industry.*
- 2. Compare various issues particular to an industry.*
- 3. Develop cross-functional perspective of the functioning of a business enterprise and an industry.*
- 4. Develop awareness about the future prospective problems based on secondary source of data.*
- 5. Learn and examine the trends of growth or decline in industry.*
- 6. Analyze the issues of an industry and an enterprise with respect to set basic parameters*

Students can choose a specific industry for analysis and write their observations as to the trend, future prospective problems etc. based on secondary source of data such as economic times, financial express, and data base such as prowess center for monitoring Indian economy (CMIEE) can be used.

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(19MB9038) BUSINESS SIMULATION LAB

COURSE OBJECTIVES

1. To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications
2. To provide students hands on experience on MS Excel Utilities
3. To gain proficiency in creating solutions for Data Management and Reporting

COURSE OUTCOMES

After the completion of course Students will be able to:

1. Develop an understanding about the EXCEL lessons
2. Get familiarize with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications
3. Hands on experience on MS Excel Utilities
4. Create solutions for Data Management and Reporting
5. Gain an understanding about the SPSS and experts in handling data files and carry out basic statistical analysis
6. Test basic hypothesis using t tests, Chi Square tests and ANOVA.

UNIT I

EXCEL Lessons:- Customizing the Quick Access Toolbar- Creating and Using-Templates - Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special-Formatting Data and Using the Right Mouse Click- Saving, Page Setup and Printing-Using Headers and Footers- Manipulating Data using Data Names and Ranges- Filters and Sort and Validation Lists- Data from External Sources- Using and Formatting Tables- Basic Formulas and Use of Functions-Data Analysis Using Charts and Graphs-Managing, Inserting and Copying Worksheets- Securing the Excel Document (Protect Cells and Workbook).

UNIT II

Advanced excel lessons- Advanced Formulas and Functions.- Advanced Worksheet Features.- Advanced Data Analysis using PivotTables and Pivot Charts.

UNIT III

Overview of SPSS: Uses, Data Analysis- Making students/Learn Familiar with Main menu and other features of SPSS Package

UNIT IV

Simulation of frequency distributions:- Binomial, Poisson, exponential, weibull and Normal Distributions

UNIT V

Statistical tools for execution using excel:- Tabulation- bar diagram- Multiple Bar

diagram, Pie diagram, Measure of central tendency-mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of-variation-Correlation- regression lines, t- test, F-test, ANOVA one way classification- chi square test- independence of attributes

REFERENCES

1. David Whigham, *Business Data Analysis Using Excel*, Oxford University Press, 2010
2. Bajpai, *Business Statistics*, Pearson, 2010
3. D P Apte , *Statistical Tools for Managers USING MS EXCEL*, Excel Books, 2008
4. Bruce Bowerman, *Business Statistics in Practice*, TMH, 1997



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(19MB9039) STRATEGIC MANAGEMENT

COURSE OBJECTIVES

- 1. To introduce the basic knowledge of concepts underlying in strategic management, its process*
- 2. To provide an insight to the tools and techniques used in analyzing and choosing strategies*
- 3. To make them learn the principles of strategy formulation, implementation, evaluation and control of strategy*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Describe major theoretical concepts, background work and research output in the field of strategic management.*
- 2. Develop an understanding of the strategic management process and the functional strategies*
- 3. Conduct analysis using various tools and frameworks to make strategic decisions*
- 4. Explain the basic concepts, principles and practices associated with strategy formulation and implementation*
- 5. Analyze various strategies and explore appropriate strategic implementation at business and corporate levels*
- 6. Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective*

UNIT I

Introduction to Strategic Management – Definition, significance and components- Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies, Environmental Scanning -Concepts of Core Competence.

UNIT II

Strategic Analysis and Choice: Tools and techniques- Porter's Five Forces Model -BCG Matrix, GE Model, TOWS Matrix, Market Life Cycle Model and Mc Kinsey 7'S framework - Organisation Analysis – VRIO frame work, Value Chain Analysis, Quantitative and Qualitative analysis.

UNIT III

Strategy Formulation: - Formulation of strategy at corporate and business level - Strategy Alternatives-Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy.

UNIT IV

Strategy Implementation: Types of Strategies: Offensive strategy, Defensive strategy,

vertical integration, horizontal strategy- Strategy and Leadership - Strategy and Culture - Organization Structure - Resource Allocation as a vital part of strategy - Management of Change

UNIT V

Strategy Evaluation and control – Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance - strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

TEXT BOOKS:

1. P. SubbaRao, *Strategic Management*, Himalaya,2010
2. Azar Kazmi, *Strategic Management and Business Policy*, Tata McGraw Hill Education, 2009

REFERENCES:

1. V.S.P. Rao, *Strategic Management – Text and Cases*, Excel books,2009
2. Fred R. David, *Strategic Management A competitive approach Concepts and Cases* , Pearson, 16th edition,2019
3. R. Srinivasan, *Strategic Management: the Indian context*, 5th edition, PHI,2014
4. N.Chandrasekharan. PS Ananthanarayanan, *Strategic Management*, Oxford publications, 2011
5. Charles L Hill, *Strategic Management an Integrated approach*, Cengage learning, 10th edition,2007



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**OPEN ELECTIVES - II
(19MB9040) GREEN BUSINESS MANAGEMENT**

COURSE OBJECTIVES

- 1. To impart students in understanding of green business, its advantages, issues and opportunities*
- 2. To provide knowledge over the strategies for building eco-business.*
- 3. To help the students appreciate the growing needs of experts in the fields of green science and technology, corporate environmental responsibility, green technological dimensions, green energy, green laws, compliance, green conventions, green technological applications etc.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Demonstrate an understanding of comprehensive systemic analysis across both physical and behavioural dimensions involving society, the environment, and the economy.*
- 2. Analyze the role of environmental sustainability in the promotion of comprehensive justice and equity.*
- 3. Gain an insight towards the basic sustainability concepts of evolutionary processes, inter-generational debt, socio-political adaptation, climate change, ecosystem services, and environmental justice*
- 4. Articulate a comprehensive world view that integrates diverse approaches to sustainability.*
- 5. Realize the significance of environmental reporting and green product management*
- 6. Identify how globalized processes impact socio ecological systems. Develop appropriate technologies and management patterns to create harmony with the environment*

UNIT I

Introduction of Green Management: The concept of green management - evolution - nature, scope, importance and types - developing a theory - green management in India - relevance in twenty first century

UNIT II

Organizational Environment; Internal and External environment; Indian corporate structure and environment - how to go green - spreading the concept in organization - Environmental and sustainability issues for the production of high- tech components and materials - life cycle analysis of materials - sustainable production and its role in corporate social responsibility (CSR) and Corporate environmental responsibility (CER).

UNIT III

Approaches from Ecological Economics; Indicators of sustainability- Ecosystem services and their sustainable use- Bio-diversity- Indian perspective-Alternate theories

UNIT IV

Environmental Reporting and ISO 14001: Climate change business and ISO 14064 - Green financing- Financial initiative by UNEP- Green energy management- Green product management

UNIT V

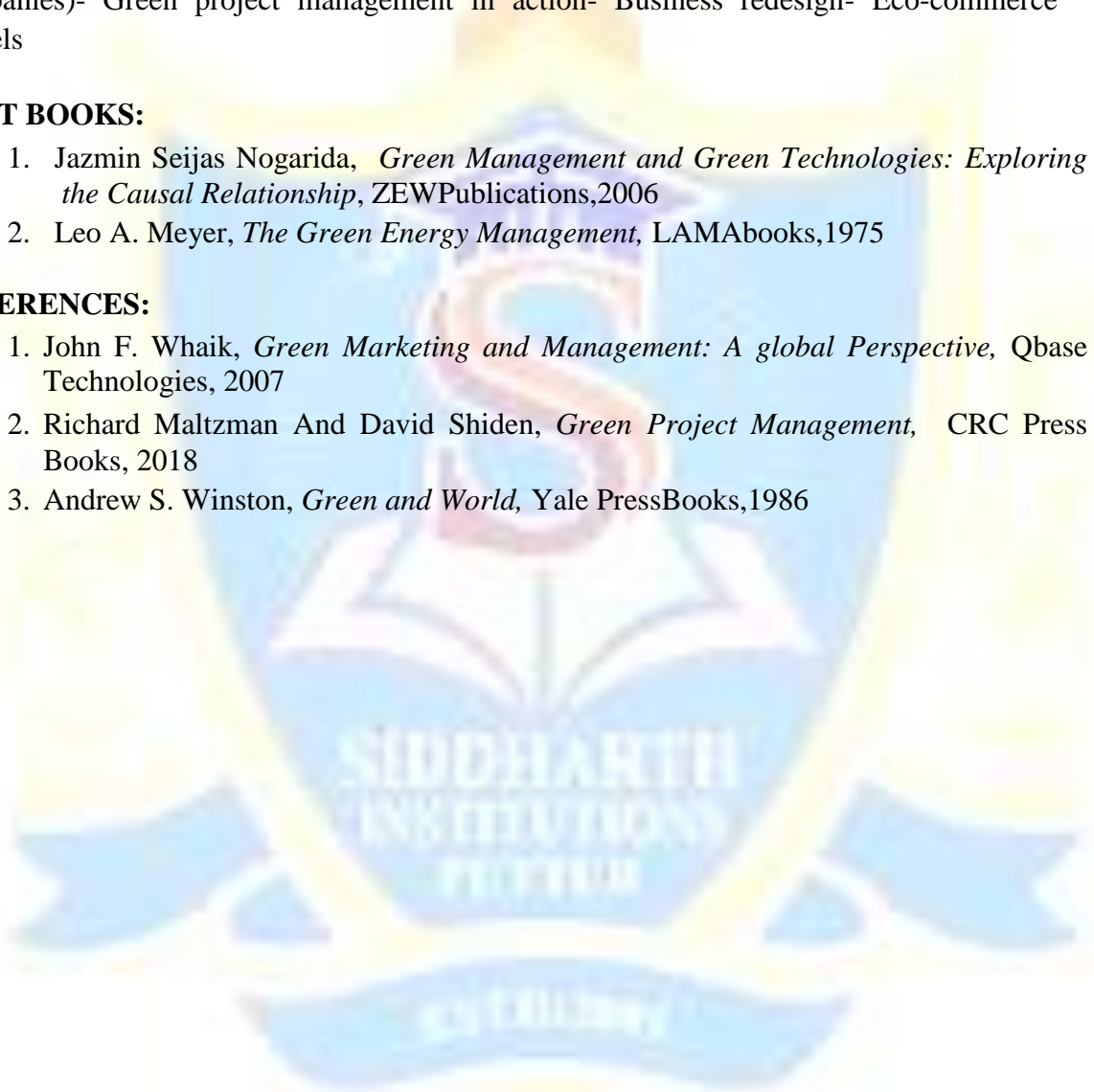
Green Techniques and Methods: Green tax incentives and rebates (to green projects and companies)- Green project management in action- Business redesign- Eco-commerce models

TEXT BOOKS:

1. Jazmin Seijas Nogarida, *Green Management and Green Technologies: Exploring the Causal Relationship*, ZEW Publications, 2006
2. Leo A. Meyer, *The Green Energy Management*, LAMA books, 1975

REFERENCES:

1. John F. Whaik, *Green Marketing and Management: A global Perspective*, Qbase Technologies, 2007
2. Richard Maltzman And David Shiden, *Green Project Management*, CRC Press Books, 2018
3. Andrew S. Winston, *Green and World*, Yale Press Books, 1986



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OPEN ELECTIVES -II

(19MB9041) WORLD TRADE ORGANIZATION & INTELLECTUAL PROPERTY RIGHTS

COURSE OBJECTIVES

- 1. To understand, define, and differentiate different types of intellectual property(IP) and their roles in contributing to organizational competitiveness, understand the framework of the strategic management of IP*
- 2. To derive value from IP and leverage its value in new product and service development*
- 3. To understand the role of WTO in developing the business globally.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP*
- 2. Recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development*
- 3. Identify activities and constitute IP infringements and the remedies available to the IP owner*
- 4. Describe the precautionary steps to be taken to prevent infringement of proprietary rights in products and technology development.*
- 5. Be familiar with the processes of Intellectual Property Management (IPM) and various approaches for IPM and conducting IP and IPM auditing and explain how IP can be managed as a strategic resource and suggest IPM strategy.*
- 6. Be able to anticipate and subject to critical analysis arguments relating to the development and reform of intellectual property right institutions and their likely impact on creativity and innovation.*

UNIT I

Introduction- General Agreement on Tariffs and Trade (GATT) Eighth Round- Uruguay Round - World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration – WTO Agreements including TRIPS & TRIMS.

UNIT II

WIPO – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hague Agreement – UPOV.

UNIT III

IPR-1 Patents: Historical Background of IPR- Introduction, definition and classification of intellectual Property - Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document- specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

UNIT IV

IPR – 2: Designs and Geographical Indication (GI) – Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply– Rights –Term – Restrictions

UNIT V

IPR-3: Trademarks and Copy rights: Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trademarks procedure – Trademarks enforcement- Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement – Remedies.

TEXT BOOKS:

1. P. K.Vasudeva, *World Trade Organization: Implications on Indian Economy*, Pearson Education, 2015
2. P.KrishnaRao, *WTO-Text and cases*, Excel Books, 2015.

REFERENCES

1. Caves, Frankel, Jones, *World Trade and Payments-An Introduction*, Pearson Education, 2015.
2. Carlos M.Correa , *Intellectual property rights , The WTO and Developing countries*, Zedbooks,2018
3. Peter-Tobias s toll, Jan busche , Katrianarend, *WTO- Trade –related aspects of IPR*, Library ofcongress,2017
4. Surendra Bhandari, *World Trade Organisation (WTO) and Developing Countries*, Vikas PublishingHouse,2006

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**OPEN ELECTIVES -II
(19MB9042) CROSS CULTURAL MANAGEMENT**

COURSE OBJECTIVES

- 1. To provide knowledge about cross-cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment*
- 2. To facilitate the development of a perspective among students towards different cultural dimensions and dilemmas*
- 3. To highlight implications of working with international teams and developing intercultural relations*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Appreciate the critical role of culture in international business and the importance of managing cultural differences*
- 2. Analyze the interacting spheres of culture including organizational culture, professional culture, national culture, and industry culture.*
- 3. Discern the influence of culture on different functions of management including communication, negotiation, marketing, leadership, motivation, human resource management and teams.*
- 4. Display an understanding of cultural difference in interactions with different nationalities and an awareness of and sensitivity to cross-cultural issues.*
- 5. Understand and explain issues of cultural awareness when conducting international business*
- 6. Build mind-set and skill-set of a competent leader who appreciates and leverages diversity in talents and organizations s/he works with*

UNIT I

Introduction – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture- Business Cultures: East and West.

UNIT II

Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management- Management tasks and cultural values.

UNIT III

Culture and Organizations: Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

UNIT IV

Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

UNIT V

Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

TEXT BOOKS:

1. Marie-joelle Browaeys and Roger Price, *Understanding Cross-Cultural Management*, Pearson, 2015.
2. David C.Thomas, *Cross Cultural Management*, 2/e, Sage Publications, 2014

REFERENCES:

1. Nigel Holdon, *Cross Cultural Management: Knowledge Management Perspective*, Prentice Hall, 2012.
2. Parissa Haghirian, *Multinational and Cross Cultural Management*, Routledge, 2012.
3. Richard Mead, *International Management-Cross cultural Dimension*, 3/e, Blackwell, 2015.
4. Jerome Dumetz, *Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management*, Create Space Independent Publishing Platform; Student edition 2012,Oakland, USA



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**OPEN ELECTIVES -II
(19MB9043) INNOVATIVE TECHNOLOGY MANAGEMENT**

COURSE OBJECTIVES

- 1. To highlight the role of technology and innovation as drivers of value and competitive advantage.*
- 2. To provide conceptual foundations in managing innovation and technology.*
- 3. To give information on the human aspects involved in management of innovation*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Account for the importance of technological development and innovation for economic growth and increased competitiveness on a firm level*
- 2. Critically discuss a firm's need to have a strategic and integrated approach to be able to successfully manage innovation and technical development,*
- 3. Analyse complex innovation processes in firms both internally and externally.*
- 4. Explore and better manage the effects of new technology on people and work systems*
- 5. Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology*
- 6. Recognize opportunities for the commercialization of innovation*

UNIT I

The Evolution of Technology: Markets and Industry- Technology and Industry Evolution- The Evolution of Markets: Innovation Adoption, Diffusion, Market Growth- New Product Entry and Competitor Responses.

UNIT II

Managing Technology Based Innovation: Innovation and Technology- Innovation – Technology relationship- Technological innovation and management- Process of Technology-based Innovation- Measures of Innovative Performance- Characteristics of Innovative Work Environment- Key Areas of Management Focus for Productive Innovation- Measures for Building High-Performing Innovative Technology- Based Organizations.

UNIT III

Product Technology: Product Development- Role of Government in Technology Management- Technology Development and Competition- Managing Research & Development (R & D)- Intellectual Property Management

UNIT IV

The Management and Organization of Innovation: Knowledge Spillover-Knowledge

Based Technology and Techniques - Knowledge based technology process- Tools and techniques- Role of Artificial Intelligence Techniques-Knowledge Management Techniques for Technology Management

UNIT V

Human Aspects in Technology Management: Integration of People and Technology- Factors Considered in Technology Management- Organisational factors -Psychological factors- Organisational Structure and Technology

TEXT BOOKS:

1. PN Rastogi, *Management of Technology and Innovation: Competing through Technological Excellence*, Sage Publications, 2016
2. Robert A Burgelman, *Strategic Management of Technology and Innovation*, Mcgraw hill, 2016

REFERENCES:

1. Matthias Ruth,Stefan Goessling, *Handbook on Resilience of Socio-Technical Systems*, Reiemann, 2019
2. Paul Nihoul, PieterVan Cleynenbreugel, *The Roles of Innovation in Competition Law Analysis*,2018
3. Jorge Niosi, XueHan, *The Revolution in Energy Technology*,
4. Mark Dodgson, *The management of Technological Innovation: Strategy and Practice*, Oxford University Press, 2000



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**OPEN ELECTIVES -II
(19MB9044) ORGANIZATIONAL CULTURE & TEAMWORK**

COURSE OBJECTIVES

- 1. To develop students' knowledge and skill set for teamwork and leadership and sustain organizational culture*
- 2. To provide knowledge and skills for designing, leading, and consulting with teams in organizations*
- 3. To examine the art and science of negotiation, with additional emphasis on conflict resolution*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the concepts in the field of management and develop skills to apply the concepts for business problems*
- 2. Describe strategies used by managers to create and maintain a consistent organizational culture*
- 3. Recognize the role of management in communicating and teaching organizational culture to employees and subordinates across boarders*
- 4. Understanding and manipulating organisational/corporate culture to engender greater organisational flexibility and productivity*
- 5. Demonstrate an understanding of how to uphold international negotiations*
- 6. Demonstrate self-awareness, sensitivity, and openness to diverse people and cultures*

UNIT I

Introduction to Management: Definition, Characteristics, Objectives, Nature, Scope, Significance, Functions and Principles of Management- Management Vs. Administration - Managerial Roles, Levels, Skills and Qualities - Evolution of Management theories: Classical, Neo Classical and Modern Theories.

UNIT II

Planning, Decision Making & Controlling: Concept of Planning- Types of Plans and Process of Planning - Concept of Decision Making - Process and Techniques - Concept of Controlling and Techniques

UNIT III

Culture and Organizations: Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

UNIT IV

Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

UNIT V

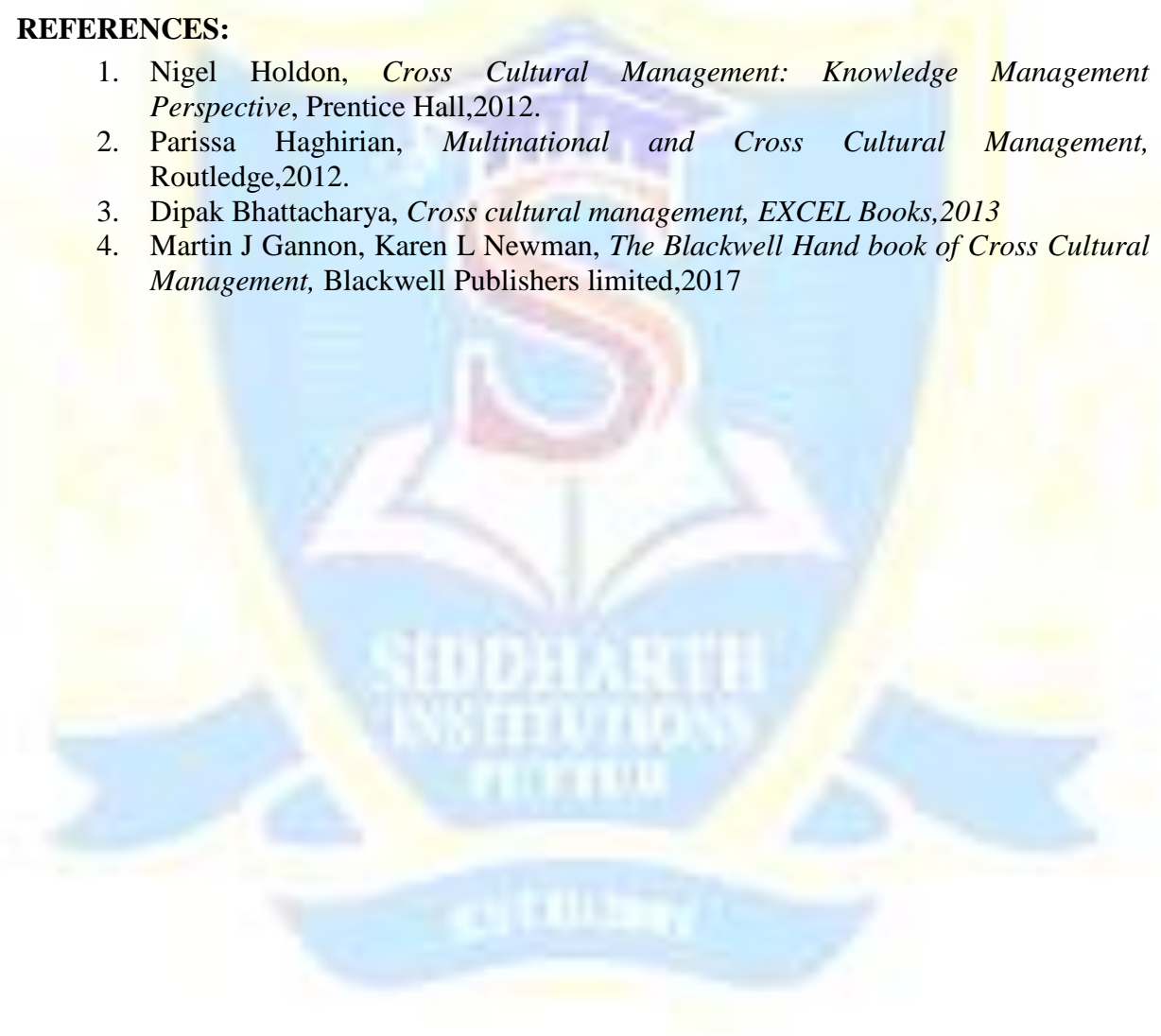
Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

TEXT BOOKS:

1. Marie-joelle Browaeyns and Roger Price, *Understanding Cross-Cultural Management*, Pearson,2015.
2. David C.Thomas, *Cross Cultural Management*, 2/e, Sage Publications,2014.

REFERENCES:

1. Nigel Holdon, *Cross Cultural Management: Knowledge Management Perspective*, Prentice Hall,2012.
2. Parissa Haghirian, *Multinational and Cross Cultural Management*, Routledge,2012.
3. Dipak Bhattacharya, *Cross cultural management*, EXCEL Books,2013
4. Martin J Gannon, Karen L Newman, *The Blackwell Hand book of Cross Cultural Management*, Blackwell Publishers limited,2017



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**ELECTIVE COURSES -V
(19MB9045) FINANCIAL DERIVATIVES**

COURSE OBJECTIVES

1. To explain the differences between the various financial derivative securities
2. To explain the mechanics of the Futures market and evaluate the various hedging strategies using Futures.
3. To familiarize with the different types of swaps available and their characteristics

COURSE OUTCOMES

After the completion of course Students will be able to:

1. Develop an understanding about the various financial derivative securities (Futures, Forwards and Options).
2. Describe standard derivative contracts, their properties and functionality.
3. Analyze the role and relationship between forward and futures prices.
4. Apply scientific methods for valuation of options and other derivatives, in continuous and discrete time.
5. Interpret and apply risk measures that are commonly used in risk management.
6. Describe how swaps can reduce market risks and use a simulation to assess a risk hedging strategy based on interest rate swaps

Standard discounting and statistical tables to be allowed in the examinations

UNIT I

Introduction to Derivatives: Objectives - Development and Growth of Derivative Markets - Types of Derivatives - Uses and misuses of Derivatives - Financial and Derivative markets - Fundamental linkages between spot & Derivative Markets - The Role of Derivatives Market.

UNIT II

Future and Forward Market: structure of forward and Future Markets-Mechanics of future markets- Hedging Strategies using futures- Determination of forward and future prices - Interest rate futures- Currency futures and Forwards

UNIT III

Options: Distinguish between Options and Futures- Structure of Options Market- Principles of Option Pricing- Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

UNIT IV

Basic Option Strategies: Advanced Option Strategies- Trading with Options-Hedging with Options- Currency Options.

UNIT V

Swaps: Concept and Nature of SWAPS- Evolution of Swap Market- Features of Swaps- Major types of Swaps - Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps- Credit Risk in Swaps- Using Swaps to Manage Risk-Pricing and Valuing Swaps.

TEXT BOOKS:

1. Gupta, *Financial Derivatives*, 1st Edition, PHI, 2005
2. John Hull, *Options, Futures and other Derivatives*, Pearson Education, 2018

REFERENCES:

1. Swain.P.K, *Fundamentals of Financial Derivatives*, HPH, 2011
2. Jayanth Rama Varma, *Derivatives and Risk Management*, TMH, 2008
3. G. Koteswar, *Risk Management Insurance and Derivatives*, Himalaya, 2009
4. D. C. Patwari, *Options and Futures- An Indian Perspective*, Jaico Publishing House, 2006.



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**ELECTIVE COURSES -V
(19MB9046) SERVICES MARKETING**

COURSE OBJECTIVES

- 1. To provide a deeper insight into the marketing management of companies offering services as product.*
- 2. To provide detailed knowledge on services marketing along with marketing mix*
- 3. To know the importance of Customer service and customer relationship in services marketing*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding understand the characteristics of services, understand consumer behavior in services, align service design and standards, delivering service, managing services promises*
- 2. To segment markets for services and create value in the market for new services*
- 3. Implement pricing and promotion strategies for services*
- 4. Focus on the role of marketing communication and set communication strategies for service marketing*
- 5. Plan and execute the delivery of services based on the requirement.*
- 6. Develop appropriate strategies for marketing of the services*

UNIT I

Understanding services marketing & CRM: Introduction- services in the modern economy-Classification of services- marketing services Vs. Physical services- services as a system -Customer Relationship Marketing- 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: The process of market segmentation- selecting the appropriate customer portfolio- creating and maintaining valued relations- customer loyalty- Creating value in a competitive market- Positioning a service in the market- value addition to the service product- planning and branding service products- new service development.

UNIT III

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

UNIT IV

Planning and managing service delivery: 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

UNIT V

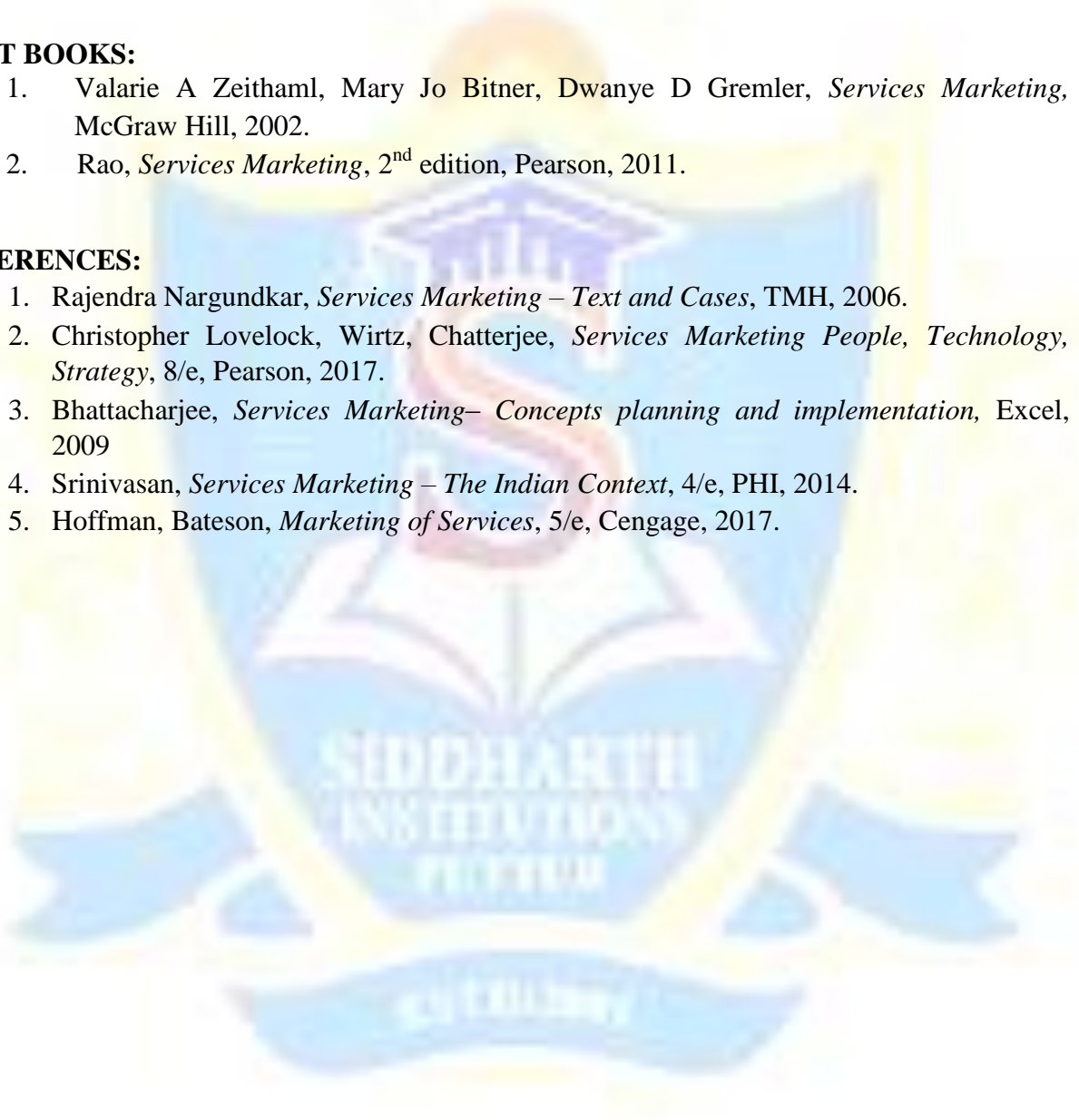
Marketing plans for services: The marketing planning process- strategic context- situation review- marketing strategy formulation- Resource allocations and monitoring marketing planning and services.

TEXT BOOKS:

1. Valarie A Zeithaml, Mary Jo Bitner, Dwanye D Gremler, *Services Marketing*, McGraw Hill, 2002.
2. Rao, *Services Marketing*, 2nd edition, Pearson, 2011.

REFERENCES:

1. Rajendra Nargundkar, *Services Marketing – Text and Cases*, TMH, 2006.
2. Christopher Lovelock, Wirtz, Chatterjee, *Services Marketing People, Technology, Strategy*, 8/e, Pearson, 2017.
3. Bhattacharjee, *Services Marketing– Concepts planning and implementation*, Excel, 2009
4. Srinivasan, *Services Marketing – The Indian Context*, 4/e, PHI, 2014.
5. Hoffman, Bateson, *Marketing of Services*, 5/e, Cengage, 2017.



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**ELECTIVE COURSES -V
(19MB9047) ORGANIZATIONAL CHANGE AND DEVELOPMENT**

COURSE OBJECTIVES

- 1. To give a broad theoretical and practical understanding of key concepts and issues in managing organisational changes.*
- 2. To facilitate the students with the knowledge of diagnostic tools used to assess organizational effectiveness.*
- 3. To highlight some of the ethical issues associated with change and organizational development.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding and appreciation of the various concepts of organizational development*
- 2. Learn how to apply some of the key concepts and tools organizational development and change leadership and management.*
- 3. Discuss and analyze diagnostic tools used to assess organizational effectiveness.*
- 4. Identify major types of organizational development interventions.*
- 5. Demonstrate how to evaluate organizational development interventions*
- 6. Apply human resource intervention techniques in different management scenarios.*

UNIT I

Organization Development: Definition – Characteristics - Contributory Stems, Values, Assumptions and Beliefs in OD - Values in Transition – Ethical issues in OD

UNIT II

Foundations of OD: Systems Outlook- Third Wave Management and Organization Transformation

UNIT III

Diagnostic Process and Areas of Diagnosis: Action Research as a Process and Approach- OD

UNIT IV

Interventions classification – Team Interventions – Intergroup Interventions- Third party peacemaking intervention, Structural Interventions- Comprehensive Interventions and Training Experience- Other Interventions- T- Groups-Behaviour Modeling- Life and Career Planning

UNIT V

Consultant Issues – System Ramifications – Power politics in OD – Future of OD.

TEXT BOOKS:

1. Madhukar Shukla, '*Understanding Organisations*' – '*Organisational Theory & Practice in India*', Prentice Hall of India, 2005
2. Kavita Singh, '*Organisation Change and Development*', Excel, 2010.

REFERENCES:

1. French, Bell & Zawacki, '*Organisation Development and Transformation*', 6th edition, Mc Graw Hill, 2005
2. French & Bell, '*Organization Development*', 6th edition, Pearson, 1995.
3. Cummins & Worley, '*Organisation Development, Change*', 10/e Cengage, 2013.
4. Robbins '*Organisation Theory; 'Structure Design & Applications*', Prentice Hall of India, 2005.



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**ELECTIVE COURSES -V
(19MB9048) DATA COMMUNICATION AND NETWORK ANALYSIS**

COURSE OBJECTIVES

- 1. To provide working knowledge of data transmission concepts and methods used for line control and line sharing*
- 2. Understand and implement classical models and algorithms in data warehouses and data mining*
- 3. Characterize the kinds of patterns that can be discovered by association rule mining, classification and clustering.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Explain the concept of Data communication and networks, layered architecture and their applications*
- 2. Evaluate data communication link considering elementary concepts of data link layer protocols for error detection and correction.*
- 3. Analyse and Set up protocol designing issues for Communication networks.*
- 4. Apply various network layer techniques for designing subnets and supernets and analyse packet flow on basis of routing protocols.*
- 5. Estimate the congestion control mechanism to improve quality of service of networking application*
- 6. Understand and design application layer protocols and internet applications such as network security*

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.

UNIT IV

Presentation layer: network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols.

UNIT V

Application layer – distribution systems ISDN – Service & History, T CP/IP and Net Working and Internetworking Derives

TEXT BOOKS:

1. Gupta PC, *Data Communication and Computer Networks*, PHI, 2013
2. Behrouz A. Forouzan, *Data Communications and Net Working*, 4/e TMH, 2017

REFERENCES:

1. Duck& Read, *Data Communication and Computer Networks*, 2/e, PHI, 2003.
2. Michael A. Gallo, *Computer Communications and Networking Technologies*, Cengage, 2007.
3. Prof. Sathish Jain, *Guide to Computer Networks and Data Communications*, BPB Publications, 2006.
4. Bertsekas & Gallages, *Data Networks*, 2/e, Pearson, 1995



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**ELECTIVE COURSES -VI
(19MB9049) INTERNATIONAL FINANCIAL MANAGEMENT**

COURSE OBJECTIVES

1. To provide in-depth information on international financial markets and instruments, foreign exchange regimes and exchange rate determination.
2. To facilitate an understanding about alternative methods of financing international operations and strategies for foreign direct investment and alternative methods.
3. To give information on risks in global financial management and cross border investment decisions

COURSE OUTCOMES

After the completion of course Students will be able to:

1. Analyse, apply and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions.
2. Review the problems of dealing in foreign currency and the advantages and disadvantages of overseas funding
3. Demonstrate the use of foreign exchange derivatives and other methods to manage foreign exchange exposure and risk
4. Describe the issues pertaining to cross-border investment decisions and financing MNCs
5. Analyse the complexities associated with management of cost of funds in the capital Structure in MNCs
6. Analyse, evaluate and synthesize both quantitative and qualitative financial information to influence problem solving and decision making

UNIT I

Introduction to International Financial Management: Meaning, Nature, Scope, Importance, Difference between FM and IFM- Risks in IFM- Role of International Financial Manager.

UNIT II

Foreign Exchange Market: Function and Structure of the Forex Markets- Major Participants- Types of Transactions and Settlements- Foreign Exchange Quotations- Process of Arbitrage.

UNIT III

Management of Foreign Exchange Exposure and Risk: Characteristics of Foreign exchange exposure- Types of Exposure: Economic Exposure, Transaction Exposure, Operating Exposure and Translation Exposure.

UNIT IV

Cross-border Investment Decisions: Capital budgeting- Evaluation of Cash flows-

Approaches to Project Evaluation- Risk in Cross-border Investment Decisions- Political, exchange rates and inflation - Incorporate Risk in Investment Decisions and Risk handling techniques

UNIT V

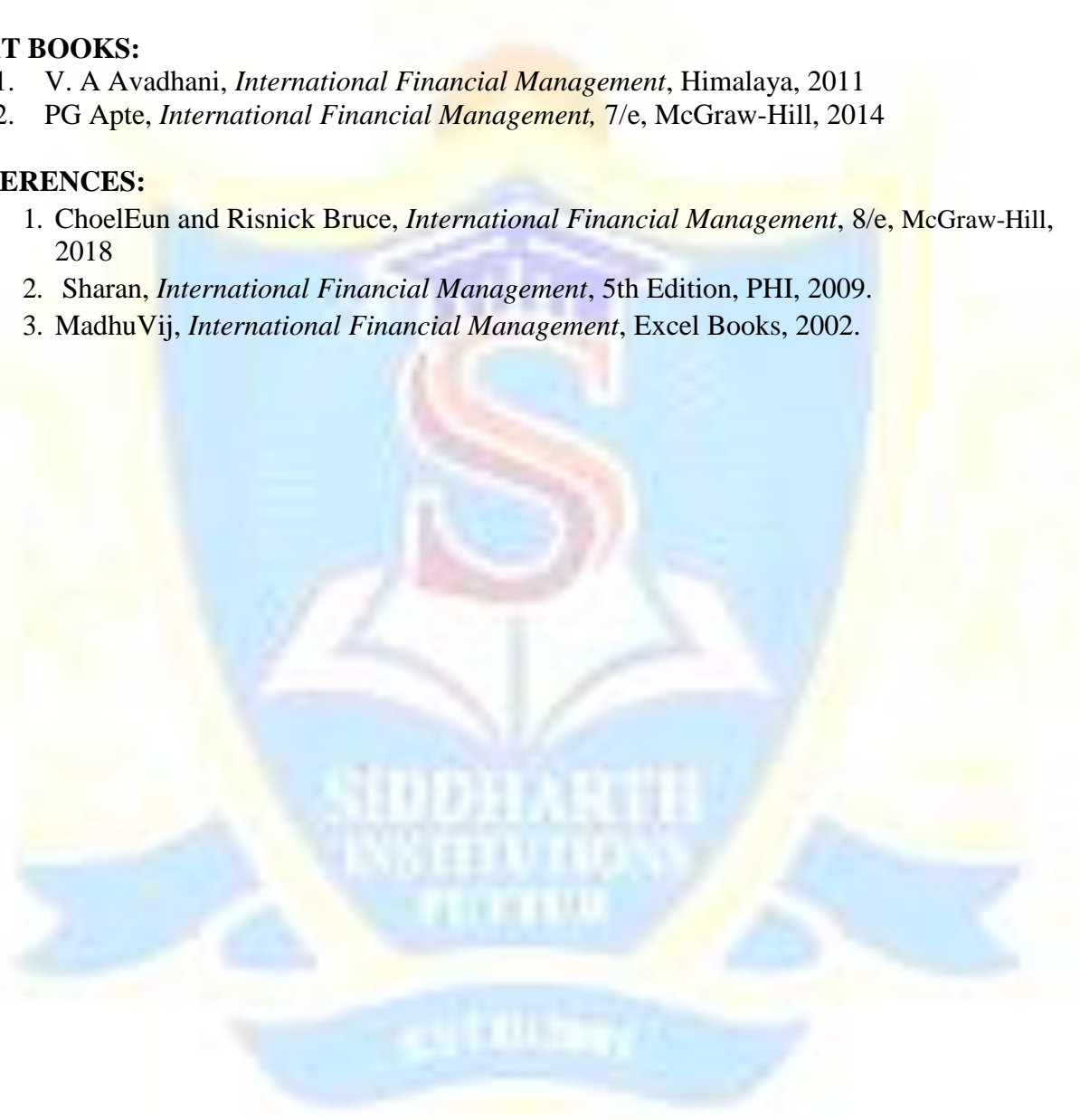
Financing Decisions of MNC`s & Working Capital Management: Introduction- Cost of capital- Capital structure- Methods of raising capital- Cash management- Management of receivables- Inventory management- Financing current assets.

TEXT BOOKS:

1. V. A Avadhani, *International Financial Management*, Himalaya, 2011
2. PG Apte, *International Financial Management*, 7/e, McGraw-Hill, 2014

REFERENCES:

1. Choe Eun and Risnick Bruce, *International Financial Management*, 8/e, McGraw-Hill, 2018
2. Sharan, *International Financial Management*, 5th Edition, PHI, 2009.
3. Madhu Vij, *International Financial Management*, Excel Books, 2002.



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**ELECTIVE COURSES -VI
(19MB9050) INTERNATIONAL MARKETING**

COURSE OBJECTIVES

- 1. To acquire the basic knowledge, concepts, tools, and international terminology necessary to understand international problems and issues*
- 2. To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)*
- 3. To build skills and respect toward the understanding of cultures of nations by critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the major issues related to international marketing*
- 2. To assess an organization's ability to enter and analyse various strategies to enter and compete in international markets*
- 3. Identify and analyse opportunities within international marketing environments*
- 4. Handle new product development and branding in international markets*
- 5. Realize the factors that affect the distribution channels and structures in international markets and take appropriate decisions*
- 6. Develop an understanding towards the procedures and documentation in the export and import process in the country and apply in practice*

UNIT I

International Marketing: Scope and Significance of International Marketing-The importance of international marketing- challenges in international marketing- Differences between international and domestic marketing International environment

UNIT II

International Market Entry Strategies: Indirect Exporting-Domestic Purchasing- Direct Exporting- Foreign Manufacturing Strategies without Direct Investment- Foreign Manufacturing Strategies with Direct Investment-Entry Strategies of Indian Firms- global marketing mix.

UNIT III

International product management: International product positioning- Product saturation Levels in global Market- International product life cycle- Geographic Expansion-Strategic Alternatives- New products in International Marketing- Product and culture- brands in International Market

UNIT IV

International Marketing Channels: channels –Distribution Structures- Distribution Patterns- Factors effecting Choice of Channels- the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries- The management of physical distribution of goods- Advertising and Branding- Grey Market goods

UNIT V

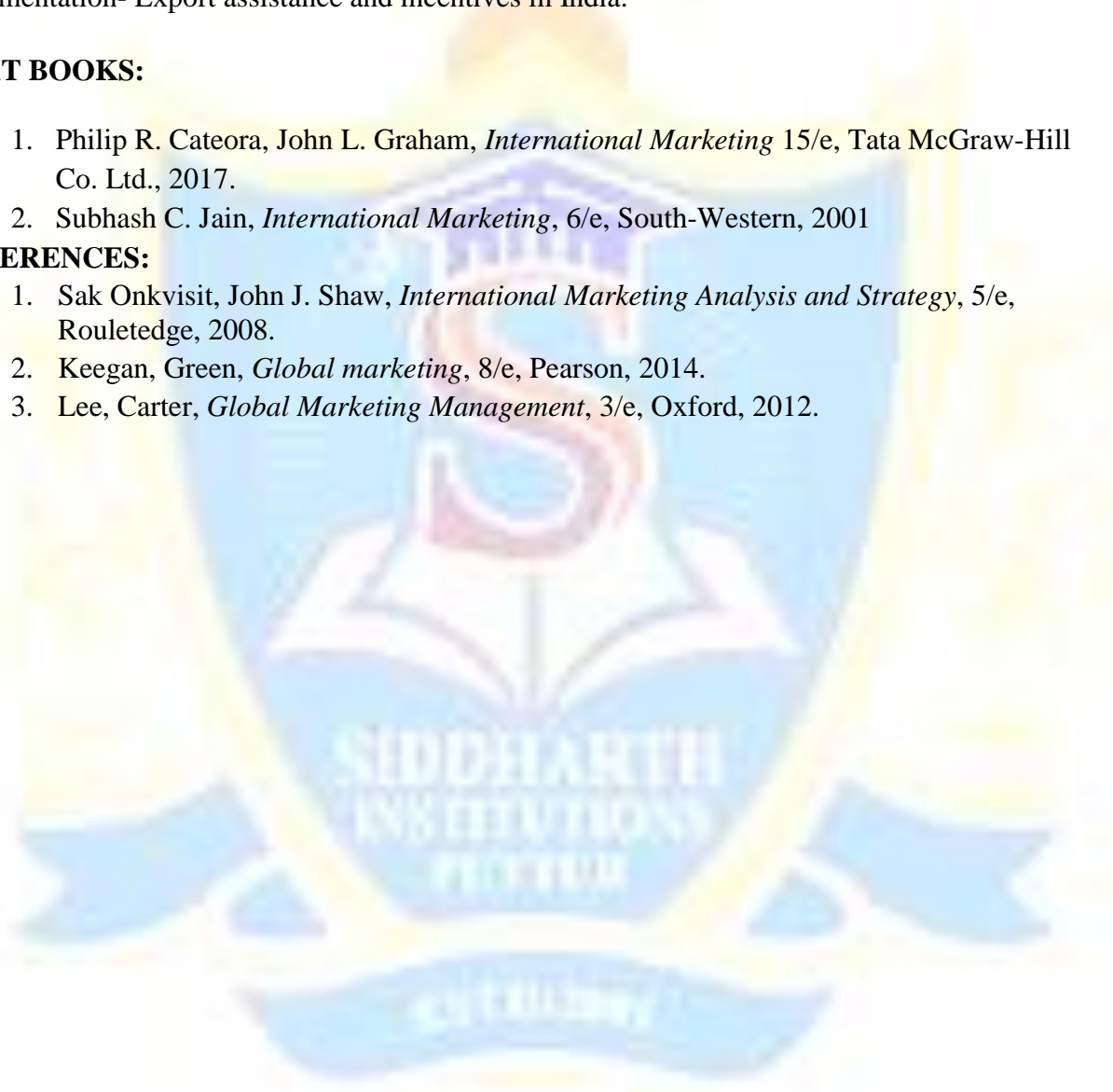
Export Marketing: Introduction to Export Marketing- Export Policy Decisions of a firm- EXIM policy of India- Export costing and pricing- Export procedures and export documentation- Export assistance and incentives in India.

TEXT BOOKS:

1. Philip R. Cateora, John L. Graham, *International Marketing* 15/e, Tata McGraw-Hill Co. Ltd., 2017.
2. Subhash C. Jain, *International Marketing*, 6/e, South-Western, 2001

REFERENCES:

1. Sak Onkvisit, John J. Shaw, *International Marketing Analysis and Strategy*, 5/e, Roulledge, 2008.
2. Keegan, Green, *Global marketing*, 8/e, Pearson, 2014.
3. Lee, Carter, *Global Marketing Management*, 3/e, Oxford, 2012.



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**ELECTIVE COURSES -VI
(19MB9051) INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

COURSE OBJECTIVES

- 1. To provide an outline of International Human Resource management of MNC'S*
- 2. To provide knowledge on International HR policies and strategies.*
- 3. To enable students to know about the importance of IHRM in international recruitment and maintenance of industrial relations*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about importance of Human resource at international level and also identify the differences between domestic and international human resource management*
- 2. To understand and assess the various cultural and human variables that influence in the workplace.*
- 3. Understand the nature, sources and different methods for recruiting people at international level and apply them along with compensation of human resources based on their skills.*
- 4. Perform the functional roles of HRM in International context especially in recruitment and selection, performance management, training, learning and development and repatriation.*
- 5. Apply different appraisal methods and trainings that are available for International staffing.*
- 6. Assess about the industrial relations in other nations and also to manage people in different locations.*

UNIT I

International Human Resource Management concept: Introduction, scope, need, expanding role – Global issues and challenges-Differences between Domestic HRM and GHRM.

UNIT II

Human and Cultural Variables in Global Organizations – Cross Cultural Differences – Cross – Cultural Research Methodologies – Hofstede's Hermes Study- Managerial Implications- Cultural Issues.

UNIT III

International staffing and Compensation Practices – Nature, Sources, Policies- Human Resource Planning – Recruitment and Selection for International Assignment-Training Expatriation –Repatriation-Designing Compensation Programme- Approaches to

International Compensation-Differentiating PCN`S and TCN`S.

UNIT IV

Appraisal and Training and development in the Global Perspective- Programmes and Agencies - Evaluation of Global HRM Practices - Need, cross cultural training, learning – Performance management and HR process – Competency appraisal

UNIT V

International Industrial Relations and People Management – Building knowledge societies- Trade Unions- Collective Negotiations- Disputes/Conflicts-Quality Circles and Participative Management- USA – European Countries- Asian Countries and Middle East

TEXT BOOKS:

1. SubbaRao P, *International Human Resource Management*, Himalaya, 2015.
2. Aswathappa, *International Human Resource Management*, McGraw Hill, 2017.

REFERENCES:

1. Tony Edwards & Chris Rees, *International Human Resource Management*, 3rd Edition, Prentice Hall, 2016.
2. Rao P.L, *Internal Human Resource Management*, Excel Books, 2008.
3. Chris Brewster, Elizabeth Houldsworth, *International Human Resource Management*, 3rd Edition, CIPD, VIVA Books, 2017.
4. Anne-WilHarzing, Ashly Pinnington, *International Human Resource Management*, 4th Edition, SAGE Publications, 2014.



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**ELECTIVE COURSES -VI
(19MB9052) CORPORATE INFORMATION MANAGEMENT**

COURSE OBJECTIVES

- 1. To provide with comprehensive knowledge and technical skills needed to successfully participate in and support the increasingly applied role of information in corporate decision making*
- 2. To identify the major management challenges to building and using information systems in organizations*
- 3. To provide the students with a holistic and integrative view of project management.*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Define an information system from both a technical and business perspective and distinguish between computer literacy and information systems literacy*
- 2. Identify the major management challenges to building and using information systems in organizations*
- 3. Identify managerial risks related to information system organization processing and utilizing*
- 4. Explain how enterprise systems and industrial networks create new efficiencies for businesses*
- 5. Apply outsourcing of business activities and manage the risk and relationship with outsourcing agencies*
- 6. Highlight the role of projects in modern day business organizations and sensitize the complexities of project 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 Trajectories of technology.

UNIT II

Extending the enterprise: Organising for innovation – Collaboration- Understanding business networks- differentiation interdependence and ownership – designing hybrid governance models- building collaborative community- Emerging network business models

UNIT III

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

UNIT IV

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 V

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.

TEXT BOOKS:

1. Lynda M.Applegate, Robert D.Austin and F. Warren McFarlan, *Corporate Information strategy and Management*, 6th Edition, TMH, 2002.
2. Sanjiva Shankar Dubey, *IT strategy and Management*, 3rd Edition, PHI, 2016.

REFERENCES:

1. Parag Kulkarni & PradeepChandle, *IT strategy for Business*, Oxford University Press, 2008.
2. V.K.Narayan, *Managing Technology and Innovation for competitive Advantage*, 1st Edition, Pearson, 2002.
3. C.S.G.Krishnamcharyulu, *Management of Technology*, 2nd Edition, Himalaya publication, 2012.



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(19MB9053) SEMINAR ON CONTEMPORARY ISSUES OF MANAGEMENT

COURSE OBJECTIVES

- 1. To help the students appreciate the contemporary issues that are happening in the industrial sectors across the country and as well borders*
- 2. To facilitate the development effective communication skills and logical skills among the students*
- 3. To develop perspective about business organizations and industries in their totality*

COURSE OUTCOMES

After the completion of course Students will be able to:

- 1. Develop an understanding about the issues in the business enterprises across various industrial sectors*
- 2. Practice and maintain communication, logical and analytical skills learnt in the MBA program*
- 3. Construct new ability to practice new problem solving skills and use these skills in personal life.*
- 4. Demonstrate necessary skills to handle day-to-day managerial responsibilities, such as making speeches, giving effective presentations and maintaining one's poise in private and public*
- 5. Develop proactive thinking to perform effectively in the dynamic socio economic business systems*
- 6. Learn the etiquette essentials to perform in various communication roles as business managers*

The objective of the seminar is to evaluate the skills required for the managers' viz., communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills acquired by the students in the course of M.B.A and to analyse the managerial capabilities.

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

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(19MB9054) PROJECT WORK & VIVA VOCE

COURSE OBJECTIVES

- 1. To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.*
- 2. To provide means to immerse students in actual supervised professional experiences*
- 3. To gain deeper understanding in specific areas*

COURSE OUTCOMES

- 1. Plan, and engage in, an independent and sustained critical investigation and evaluation of a chosen research topic relevant to environment and society*
- 2. Systematically identify relevant theory and concepts, relate these to appropriate methodologies and evidence, apply appropriate techniques and draw appropriate conclusions*
- 3. Engage in systematic discovery and critical review of appropriate and relevant information sources*
- 4. Appropriately apply qualitative and/or quantitative evaluation processes to original data*
- 5. Understand and apply ethical standards of conduct in the collection and evaluation of data and other resources*
- 6. Communicate research concepts and contexts clearly and effectively both in writing and orally*

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. M.K.Rampal & S.L.Gupta: Project Report Writing, Paragon International.*
- 2. Surendra Kumar: An Aid to Project Work, Paragon International. 2009.*
- 3. Pippa Riley Business Essentials: Research Project, Viva Books Pvt Ltd, 2012.*
- 4. Paul Oliver: Writing Your Thesis, 2/e, Sage, 2008.*
- 5. Michael Jay Polonsky, David S Waller, Designing and Managing a Research Project, 3/e, Sage, 2014.*