



# **VARDHAMAN COLLEGE OF ENGINEERING**

**(AUTONOMOUS)**

(Permanently Affiliated to JNTUH, Approved by AICTE, New Delhi and Accredited by NBA)  
Shamshabad – 501 218, Hyderabad

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

**ACADEMIC REGULATIONS, COURSE STRUCTURE AND SYLLABI FOR  
MBA UNDER AUTONOMOUS STATUS  
FOR THE BATCHES ADMITTED FROM THE ACADEMIC YEAR 2014 - 15**

**Note:** The regulations hereunder are subject to amendments as may be made by the Academic Council of the College from time to time. Any or all such amendments will be effective from such date and to such batches of candidates (including those already undergoing the program) as may be decided by the Academic Council.

## PRELIMINARY DEFINITIONS AND NOMENCLATURES

- “Autonomous Institute / College” means an institute / college designated as autonomous institute / college by the Jawaharlal Nehru Technological University, Hyderabad (JNTUH), as per the JNTUH Autonomous College Statutes, 2011.
- “Academic Autonomy” means freedom to a College in all aspects of conducting its academic programs, granted by the University for promoting excellence.
- “Commission” means University Grants Commission.
- “AICTE” means All India Council for Technical Education.
- “University” the Jawaharlal Nehru Technological University, Hyderabad.
- “College” means Vardhaman College of Engineering, Hyderabad unless indicated otherwise by the context.
- “Program” means:
  - Master of Business Administration (MBA) degree program OR
  - PG Degree Program: MBA
- “Course” or “Subject” means a theory or practical subject, identified by its course – number and course-title, which is normally studied in a semester. For example, ABS11T01: Mathematics - I, ACS11T02: Data Structures through C, etc.
- P – Practical, L - Lecture Hours, T - Theory, C - Credits

## FOREWORD

The autonomy is conferred on Vardhaman College of Engineering by J N T University, Hyderabad based on its performance as well as future commitment and competency to impart quality education. It is a mark of its ability to function independently in accordance with the set norms of the monitoring bodies like UGC and AICTE. It reflects the confidence of the affiliating University in the autonomous institution to uphold and maintain standards it expects to deliver on its own behalf and thus awards degrees on behalf of the college. Thus, an autonomous institution is given the freedom to have its own **curriculum, examination system** and **monitoring mechanism**, independent of the affiliating University but under its observance.

Vardhaman College of Engineering is proud to win the credence of all the above bodies monitoring the quality in education and has gladly accepted the responsibility of sustaining, if not improving upon the standards and ethics for which it has been striving for more than a decade in reaching its present standing in the arena of contemporary technical education. As a follow up, statutory bodies like Academic Council and Boards of Studies are constituted with the guidance of the Governing Body of the College and recommendations of the JNTU Hyderabad to frame the regulations, course structure and syllabi under autonomous status.

The autonomous regulations, course structure and syllabi have been prepared after prolonged and detailed interaction with several expertise solicited from academics, industry and research, in accordance with the vision and mission of the college in order to produce a quality engineering graduate to the society.

All the faculty, parents and students are requested to go through all the rules and regulations carefully. Any clarifications needed are to be sought at appropriate time and with principal of the college, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The Cooperation of all the stakeholders is sought for the successful implementation of the autonomous system in the larger interests of the college and brighter prospects of engineering graduates.

**PRINCIPAL**



# VARDHAMAN COLLEGE OF ENGINEERING

(Autonomous)  
(Permanent Affiliation with JNTUH, Approved by AICTE, New Delhi and  
Accredited by NBA)

## ACADEMIC REGULATIONS

### MBA Regular Two Year Post Graduate Programme (for the batches admitted from the academic year 2014–15)

For pursuing Two year PG program of study in Master of Business Administration (MBA) offered by **Vardhaman College of Engineering** on Autonomous status and herein after referred to as VCE:

#### 1. Applicability:

All the rules specified herein after and approved by the Academic council shall be in force and applicable to the students admitted from the academic year 2014-2015 onwards. Any reference to “college” in these rules and regulations stands for **Vardhaman College of Engineering**.

#### 2. Extent:

All the rules and regulations, specified herein after shall be read as a whole for the purpose of interpretation and as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, The Principal, Vardhaman College of Engineering shall be the Chairman, Academic Council.

#### 3. PROGRAM OFFERED:

**Vardhaman College of Engineering**, an autonomous college affiliated to JNTUH, offers Master of Business Administration (MBA) program of study leading to the award of MBA post-graduate degree under the autonomous scheme.

#### 4. ADMISSION:

##### 4.1. Admission into first year of two Years MBA degree program of study:

##### 4.1.1. Eligibility

Admission to the MBA degree program shall be made subject to the eligibility, qualifications and specialization prescribed by A.P State Council of Higher Education APSCHE, Government of Andhra Pradesh.

Admissions shall be made based on the rank secured in ICET examination conducted by A.P State Council for Higher Education for allotment of a seat by the Convener, ICET subject to reservations prescribed by the University or policies formed by the Government of Andhra Pradesh from time to time.

##### 4.1.1. Admission Procedure:

Admissions are made into the first year of two year MBA program as per the stipulations of A.P State Council of Higher Education (APSCHE), Government of Andhra Pradesh.

- (a) Category - A seats are filled by the Convener, ICET.
- (b) Category - B seats are filled by the Management.

**5. DURATION OF THE PROGRAM:**

**5.1 Normal Duration**

MBA program extends over a period of two academic years leading to the Post-graduate Degree of Master of Business Administration (MBA) of the Jawaharlal Nehru Technology University, Hyderabad.

**5.2 Maximum Duration**

5.2.1. The maximum period within which a student must complete a full-time academic program is 4 years for MBA. If a student fails to complete the academic program within the maximum duration as specified above, he / she will be required to withdraw from the program.

5.2.2. The period is reckoned from the academic year in which the student is admitted first time in to the degree programme.

**6. SEMESTER STRUCTURE:**

The College shall follow semester pattern for the two year MBA degree program for conducting all its curricula. An academic year shall consist of two semesters with semester break after first and third and summer break after second semester. Each semester shall be of 23 weeks duration and this period includes time for course work, examination preparation, and conduct of examinations. Each semester shall have a minimum of 90 working days. The academic calendar is shown in Table 1 is declared at the start of the semester.

The first and second semesters shall have the duration to accommodate a minimum of 17 instructional weeks per semester.

**Table 1: Academic Calendar**

<b>FIRST SEMESTER (23 weeks)</b>	Spell Instruction Period	: 9 weeks	19 weeks
	Mid Examinations	: 1 week	
	Spell Instruction Period	: 8 weeks	
	Mid Examinations	: 1 Week	
	Preparation & Practical Examinations		2 weeks
	External Examinations		2 weeks
<b>Semester Break</b>			2 weeks
<b>SECOND SEMESTER (23 weeks)</b>	Spell Instruction Period	: 9 weeks	19 weeks
	Mid Examinations	: 1 week	
	Spell Instruction Period	: 8 weeks	
	Mid Examinations	: 1 Week	
	Preparation & Practical Examinations		2 weeks
	External Examinations		2 weeks
<b>Summer Vacation</b>			4 weeks

## 7. CREDIT BASED SYSTEM

All the academic programs under autonomy are based on credit system. Credits are assigned based on the following norms:

- 7.1. The duration of each semester will normally be 23 weeks with 5 days a week. A working day shall have 6 periods each of 60 minutes duration.
- 1 credit per lecture period per week
  - 2 credits for three (or more) period hours of practicals
  - 2 credits for industry analysis report and presentation
  - 16 credits for project work
- 7.2. The two year curriculum of any MBA programme of study shall have total of **112** credits. The exact requirements of credits for each course will be as recommended by the Board of Studies concerned and approved by the Academic Council.
- 7.3. For courses like industry analysis report and presentation / project work, where formal contact hours are not specified, credits are assigned based on the complexity of the work to be carried out.

## 8. METHOD OF EVALUATION

The performance of a student in each semester shall be evaluated subject-wise with a maximum of 100 marks each for theory and 100 marks for practical, on the basis of Internal Evaluation and End Semester Examination.

### 8.1 Theory

For all lecture based theory courses, the evaluation shall be for 40 marks through internal evaluation and 60 marks through external end semester examination of three hours duration.

#### 8.1.1. Internal evaluation

The 40 internal marks are divided as shown in Table 3:

**Table 3: Internal marks distribution**

Subjective Type Test	30 marks
Report Writing / Assignment / Tutorial	10 marks

For theory subjects, during the semester there shall be 2 midterm examinations. Each midterm examination consists of subjective test. The subjective test is for 30 marks, with duration of 2 hours. The Mid-Term Examination question paper shall be set with **five** questions out of which **three** are to be answered. All questions carry equal marks. First midterm examination shall be conducted for I – IV units of syllabus and second midterm examination shall be conducted for the remaining portion. The internal marks shall be computed as the average of the two internal evaluations, of two subjective tests.

Ten marks are earmarked for report writing / assignment / tutorial. There shall be any two of report writing / assignment / tutorial in every theory course. Marks shall be awarded considering the average of two report writing / assignment / tutorial in each course. The purpose of including a Report Writing in the curriculum is to give exposure to the students on current trends of business.

The internal marks shall be computed as the average of the two internal evaluations, of two subjective tests.

### **8.1.2. External Evaluation**

The question paper shall be set externally and valued both internally and externally. The external end semester examination question paper in theory subjects will be for a maximum of 60 marks to be answered in three hours duration. For End-Semester examination, the candidate has to answer any five out of eight questions. Each question carries 12 marks. Each theory course shall consist of eight units of syllabus.

### **8.2. Practicals**

Practicals shall be evaluated for 50 marks, The 50 internal marks are distributed as 30 marks for day-to-day work and 20 marks for internal examination.

### **8.3. Industry Analysis and Report Presentation**

The Industry Analysis and Report Presentation will be done by the candidate at the end of II semester under the guidance of a faculty member. Annual reports of successive four years of a public limited company can be studied by the student alternatively database such as prowess of centre for monitoring Indian Economy (CMIE) can be used.

The report shall be made before an evaluation committee comprising of the Head of the Department or his/her nominee, supervisor for 50 marks. A minimum of 50% of maximum marks shall be obtained to earn the corresponding credits.

### **8.6 Project Work**

Every candidate is required to submit dissertation after taking up a topic approved by the Departmental Committee. The project work shall be evaluated for 200 marks out of which 50 marks for internal evaluation and 150 marks for end-semester evaluation. The project work shall be somewhat innovative in nature, exploring the research bent of mind of the student. A project batch shall comprise of not more than four students.

The departmental committee (DC) consists of HOD, Supervisor and two senior experts in the department. The committee monitors the progress of Project Work. If senior faculty is not available in the department, faculty from other department(s) may be on the DC. The DC is constituted by the Principal on the recommendations of the department Head. Student shall register for the Project work with the approval of Departmental Committee in the IV Semester. The Departmental Committee (DC) shall monitor the progress of the project work.

In IV semester a mid-course review is conducted by Head of the Department and the project supervisor on the progress for 25 marks. On completion of the project a second evaluation is conducted for award of internal marks of another 25 marks before the report is submitted making the total internal marks 50.

Three copies of the dissertation certified in the prescribed form by the supervisor and HOD shall be presented to the Department and one copy is to be submitted to the Controller of Examinations, VCE and one copy to be sent to the examiner.

The Department shall submit a panel of three experts for a maximum of 5 students at a time. However, the examiners for conducting viva-voce examination shall be nominated by the Controller of Examinations, VCE. If the report of the examiner is favorable, viva-voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the examiner who adjudicated the dissertation. The board shall jointly evaluate the candidates work for 150 marks. A minimum of 50% of maximum marks shall be obtained to earn the corresponding credits.

The candidates who fail in viva-voce examinations shall have to re-appear the viva-voce examination after three months. If he fails again in the second viva-voce examination, the candidate has to re-register for the Project Work.

## 9. ATTENDANCE REQUIREMENTS TO APPEAR FOR THE SEMESTER-END EXAMINATION

- 9.1 A student shall be eligible to appear for semester-end examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects in a semester.
- 9.2 Condonation of shortage of attendance in aggregate upto 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee.
- 9.3 Shortage of attendance below 65% in aggregate shall in no case be condoned.
- 9.4 Students whose shortage of attendance is not condoned in any semester are not eligible to take their semester-end examination of that class and their registration shall stand cancelled.
- 9.5 A student will not be promoted to the next semester unless he satisfies the attendance requirements of the current semester. The student may seek readmission for the semester when offered next. He will not be allowed to register for the subjects of the semester while he is in detention. A student detained due to shortage of attendance, will have to repeat that semester when offered next.
- 9.6 A stipulated fee shall be payable towards condonation of shortage of attendance to the College.
- 9.7 Attendance may also be condoned as per the recommendations of academic council for those who participate in prestigious sports, co-curricular and extra-curricular activities provided as per the Govt. of Andhra Pradesh norms in vogue.

## 10. ACADEMIC REQUIREMENTS FOR PROMOTION / COMPLETION OF REGULAR MBA PROGRAMME OF STUDY

The following academic requirements have to be satisfied in addition to the attendance requirements for promotion / completion of regular MBA programme of study.

- i. A student shall be deemed to have satisfied the minimum academic requirements for each theory, and practical, if he secures not less than 40% of marks in the semester-end examination and a minimum of 50% of marks in the sum of the internal evaluation and semester - end examination taken together.
- ii. In case of Industry Analysis and Report Presentation a student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted to each of them if he/she secures not less than 50% of marks.
- iii. In case of project work, a student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted if he/she secures not less than 50% of marks on the aggregate in the internal evaluation and external end-evaluation taken together.
- iv. A student shall register for all the 112 credits and earn all the 112 credits. Marks obtained in all the 112 credits shall be considered for the award of the class based on aggregate of marks.
- v. A student who fails to earn 112 credits as indicated in the course structure within **FOUR** academic years from the year of their admission shall forfeit their seat in MBA programme and their admission stands cancelled.
- vi. Students who are detained for want of attendance (or) who have not fulfilled academic requirements (or) who have failed after having undergone the course in earlier regulations (or) have discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same (or) equivalent subjects as and when subjects are offered, and pursue the remaining course work with the academic regulations of the batch into which such students are readmitted. However, all such readmitted students shall earn all the credits of subjects they have pursued for completion of the course.



## **11. EVALUATION**

**Following procedure governs the evaluation.**

- 11.1 Marks for components evaluated internally by the faculty should be submitted to the Controller of Examinations one week before the commencement of the semester-end examinations. The marks for the internal evaluation components will be added to the external evaluation marks secured in the semester-end examinations, to arrive at total marks for any subject in that semester.
- 11.2 Performance in all the courses is tabulated course-wise and will be scrutinized by the Examination Committee and moderation is applied if needed, based on the recommendations of moderation committee and course-wise marks lists are finalized.
- 11.3 Student-wise tabulation is done and student-wise memorandum of marks is generated which is issued to the student.

## **12. SUPPLEMENTARY EXAMINATION**

Supplementary examinations for the odd semester shall be conducted with the regular examinations of even semester and vice versa, for those who appeared and failed in regular examinations. Such of the candidates writing supplementary examinations may have to write more than one examination per day.

## **13. RE-REGISTRATION FOR IMPROVEMENT OF INTERNAL**

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

- 13.1 The candidate should have completed the course work and obtained examinations results for I & II semesters.
- 13.2 A candidate shall be given one chance for a maximum of Three Theory subjects for Improvement of Internal evaluation marks for which the candidate has to re-register for the chosen subjects and fulfill the academic requirements.
- 13.3 For each subject, the candidate has to pay a fee equivalent to one third of the semester tuition fee and the amount is to be remitted in the form of D.D in favour of the Principal, Vardhaman College of Engineering payable at Hyderabad along with the requisition through the concerned Head of the Department.
- 13.4 In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks as well as the End Examinations marks secured in the previous attempt(s) for the re-registered subjects stand cancelled.

## **14. PERSONAL VERIFICATION**

Students shall be permitted for personal verification of the semester-end examination answer scripts within a stipulated period after payment of prescribed fee.

## **15. TRANSITORY REGULATIONS**

Students who are detained for want of attendance (or) who have not fulfilled academic requirements (or) who have failed after having undergone the course in earlier regulations (or) have discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same (or) equivalent subjects as and when subjects are offered, and pursue the remaining course work with the academic regulations of the batch into which such students are readmitted. A regular student has to satisfy all the eligibility requirements within the maximum stipulated period of four years for the award of MBA Degree.

## 16. TRANSCRIPTS

After successful completion of the entire programme of study, a transcript containing performance of all academic years will be issued as a final record. Transcripts will also be issued, if required, after payment of requisite fee. Partial transcript will also be issued upto any point of study to a student on request, after payment of requisite fee.

## 17. AWARD OF DEGREE

The degree will be conferred and awarded by Jawaharlal Nehru Technological University, Hyderabad on the recommendations of the Chairman, Academic Council.

### 17.1. Eligibility

A student shall be eligible for the award of MBA Degree, if he fulfills all the following conditions:

- i. Registered and successfully completed all the components prescribed in the programme of study to which he is admitted.
- ii. Successfully acquired the minimum required credits as specified in the curriculum corresponding to the branch of study within the stipulated time.
- iii. Obtained not less than 50% of marks (minimum requirement for declaring as passed).
- iv. Has no dues to the college, hostel, and library etc. and to any other amenities provided by the College.
- v. No disciplinary action is pending against him.

### 17.2. Award of Class

**Declaration of Class is based on percentage of marks to be secured.**

After a student has satisfied the requirement prescribed for the completion of the programme and is eligible for the award of MBA Degree he shall be placed in one of the following four classes Shown in Table 4:

**Table 4: Declaration of Class is based on percentage of marks to be secured**

Class Awarded	% of marks to be secured	
First Class with Distinction	70% and above	From the aggregate marks secured for the 112 Credits.
First Class	Below 70% but not less than 60%	
Second Class	Below 60% but not less than 50%	
Fail	Below 50%	

Sometimes, it is necessary to provide equivalence of percentages and/or Class awarded with *Grade Point Average (GPA)*. This shall be done by prescribing certain specific thresholds in averages for *Distinction, First Class and Second Class*, as in Table 5.

**Table 5: Percentage Equivalence of *Grade Points* (For a 10-Point Scale)**

<b>Grade Point</b>	<b>Percentage of Marks / Class</b>
5.75	50 (Second Class)
6.25	55
6.75	60 (First Class)
7.25	65
7.75	70 (First Class with Distinction)
8.25	75

**18. REGISTRATION**

Each student has to compulsorily register for course work at the beginning of each semester as per the schedule mentioned in the Academic Calendar. It is absolutely compulsory for the student to register for courses in time.

**19. TERMINATION FROM THE PROGRAM**

The admission of a student to the program may be terminated and the student is asked to leave the college in the following circumstances:

- i. The student fails to satisfy the requirements of the program within the maximum period stipulated for that program.
- ii. The student fails to satisfy the norms of discipline specified by the institute from time to time.

**20. CURRICULUM**

- 20.1 For each program being offered by the Institute, a Board of Studies (BOS) is constituted in accordance with AICTE / UGC / JNTUH statutes.
- 20.2 The BOS for a program is completely responsible for designing the curriculum once in three years for that program.

**21. WITH-HOLDING OF RESULTS**

If the candidate has not paid any dues to the college / if any case of indiscipline / malpractice is pending against him, the results of the candidate will be withheld. The issue of the degree is liable to be withheld in such cases.

**22. GRIEVANCES REDRESSAL COMMITTEE**

**“Grievance and Redressal Committee” (General)** constituted by the principal shall deal with all grievances pertaining to the academic / administrative / disciplinary matters. The composition of the complaints cum redressal committee shall be:

Headed by Senior Faculty member

Heads of all departments

A senior lady staff member from each department (if available)

The committee constituted shall submit a report to the principal of the college, the penalty to be imposed. The Principal upon receipt of the report from the committee shall, after giving an opportunity of being heard to the person complained against, submit the case with the committee’s recommendation to the Governing Body of the college. The Governing Body shall confirm with or without modification the penalty recommended after duly following the prescribed procedure.

### **23. MALPRACTICE PREVENTION COMMITTEE**

A malpractice prevention committee shall be constituted to examine and punish the students who does malpractice / behaves indisciplinately in examinations. The committee shall consist of:

Principal  
Subject expert of which the subject belongs to  
Head of the department of which the student belongs to  
The invigilator concerned  
In-charge Examination branch of the college

The committee constituted shall conduct the meeting on the same day of examination or latest by next working day to the incidence and punish the student as per the guidelines prescribed by the J N T University, Hyderabad from time to time.

Any action on the part of candidate at the examination like trying to get undue advantage in the performance at examinations or trying to help another, or derive the same through unfair means is punishable according to the provisions contained hereunder. The involvement of the Staff, who are in charge of conducting examinations, valuing examination papers and preparing / keeping records of documents relating to the examinations in such acts (inclusive of providing incorrect or misleading information) that infringe upon the course of natural justice to one and all concerned at the examination shall be viewed seriously and recommended for award of appropriate punishment after thorough enquiry.

### **24. AMENDMENTS TO REGULATIONS**

The Academic Council of Vardhaman College of Engineering reserves the right to revise, amend, or change the regulations, scheme of examinations, and / or syllabi or any other policy relevant to the needs of the society or industrial requirements etc., without prior notice.

### **25. STUDENTS' FEEDBACK**

It is necessary for the Colleges to obtain feedback from students on their course work and various academic activities conducted. For this purpose, suitable feedback forms shall be devised by the College and the feedback obtained from the students regularly in confidence, by administering the feedback form in print or on-line in electronic form.

The feedback received from the students shall be discussed at various levels of decision making at the College and the changes/ improvements, if any, suggested shall be given due consideration for implementation.

### **26. GRADUATION DAY**

The College shall have its own annual *Graduation Day* for the award of Degrees to students completing the prescribed academic requirements in each case, in consultation with the University and by following the provisions in the Statute.

The College shall institute Prizes and Awards to meritorious students, for being given away annually at the *Graduation Day*. This will greatly encourage the students to strive for excellence in their academic work.

### **27. AWARD OF A RANK UNDER AUTONOMOUS SCHEME**

- 27.1 One (1) Merit Rank will be declared only for those students who have been directly admitted in VCE under Autonomous Regulations and complete the entire course in VCE only within the minimum possible prescribed time limit, i.e., 2 years for MBA.
- 27.2 A student shall be eligible for a merit rank at the time of award of degree in Master of Business Administration, provided the student has passed all subjects prescribed for the particular degree program in first attempt only.
- 27.3 Award of prizes, scholarships, or any other Honours shall be based on the rank secured by a candidate, consistent with the guidelines of the Donor, wherever applicable.

## 28. CONDUCT AND DISCIPLINE

- 28.1 Each student shall conduct himself / herself in a manner befitting his / her association with VCE.
- 28.2 He / she is expected not to indulge in any activity, which is likely to bring disrepute to the college.
- 28.3 He / she should show due respect and courtesy to the teachers, administrators, officers and employees of the college and maintain cordial relationships with fellow students.
- 28.4 Lack of courtesy and decorum unbecoming of a student (both inside and outside the college), wilful damage or removal of Institute's property or belongings of fellow students, disturbing others in their studies, adoption of unfair means during examinations, breach of rules and regulations of the Institute, noisy and unruly behaviour and similar other undesirable activities shall constitute violation of code of conduct for the student.
- 28.5 Ragging in any form is strictly prohibited and is considered a serious offence. It will lead to the expulsion of the offender from the college.**
- 28.6 Violation of code of conduct shall invite disciplinary action which may include punishment such as reprimand, disciplinary probation, debarring from the examination, withdrawal of placement services, withholding of grades / degrees, cancellation of registration, etc., and even expulsion from the college.
- 28.7 Principal, based on the reports of the warden of Institute hostel, can reprimand, impose fine or take any other suitable measures against an inmate who violates either the code of conduct or rules and regulations pertaining to college hostel.
- 28.8 A student may be denied the award of degree / certificate even though he / she have satisfactorily completed all the academic requirements if the student is found guilty of offences warranting such an action.
- 28.9 Attendance is not given to the student during the suspension period.

## 29. OTHER ISSUES

The quality and standard of engineering professionals are closely linked with the level of the technical education system. As it is now recognized that these features are essential to develop the intellectual skills and knowledge of these professionals for being able to contribute to the society through productive and satisfying careers as *innovators, decision makers and/or leaders* in the global economy of the 21st century, it becomes necessary that certain improvements are introduced at different stages of their education system. These include:

- i. Selective admission of students to a programme, so that merit and aptitude for the chosen technical branch or specialization are given due consideration.
- ii. Faculty recruitment and orientation, so that qualified teachers trained in good teaching methods, technical leadership and students' motivation are available.
- iii. Instructional/Laboratory facilities and related physical infrastructure, so that they are adequate and are at the contemporary level.
- iv. Access to good library resources and Information & Communication Technology (ICT) facilities, to develop the student's *mind* effectively.

These requirements make it necessary for the College to introduce improvements like:

- i. Teaching-learning process on modern lines, to provide *Add-On* Courses for *audit/credit* in a number of peripheral areas useful for students' self development.
- ii. Life-long learning opportunities for faculty, students and alumni, to facilitate their dynamic interaction with the society, industries and the world of work.
- iii. Generous use of ICT and other modern technologies in everyday activities.

### **30. GENERAL**

Where the words "he", "him", "his", "himself" occur in the regulations, they include "she", "her", "herself".

***Note: Failure to read and understand the regulations is not an excuse.***

# VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

## SYLLABUS

**MBA - MASTER OF BUSINESS ADMINISTRATION**

**REGULATIONS: VCE-**

I SEMESTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		L	P		Maximum Marks		
					Internal	External	Total
C2001	Management Fundamentals	4	-	4	40	60	100
C2002	Research Methodology & Statistical Analysis	4	-	4	40	60	100
C2003	Managerial Economics	4	-	4	40	60	100
C2004	Financial Accounting and Analysis	4	-	4	40	60	100
C2005	Business Law & Regulations	4	-	4	40	60	100
C2006	Business Environment	4	-	4	40	60	100
C2007	Business Communication Lab	-	3	2	50	-	50
C2008	IT for Managers	-	3	2	50	50	100
	<b>TOTAL</b>	<b>24</b>	<b>6</b>	<b>28</b>	<b>340</b>	<b>360</b>	<b>700</b>
II SEMESTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		L	P		Maximum Marks		
					Internal	External	Total
C2009	Financial Management	4	-	4	40	60	100
C2010	Marketing Management	4	-	4	40	60	100
C2011	Human Resource Management	4	-	4	40	60	100
C2012	Production and Operations Management	4	-	4	40	60	100
C2013	Quantitative Analysis For Business Decisions	4	-	4	40	60	100
C2014	Management Information System	4	-	4	40	60	100
C2015	Personal Effectiveness – Seminar	-	3	2	50	-	50
C2016	Industry Analysis and Report Presentation	-	3	2	50	-	50
	<b>TOTAL</b>	<b>24</b>	<b>6</b>	<b>28</b>	<b>340</b>	<b>360</b>	<b>700</b>
III SEMESTER							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L	P		Maximum Marks		
					Internal	External	Total
C2017	Entrepreneurship	4	-	4	40	60	100
C2018	Organizational Behavior	4	-	4	40	60	100
C2019	Strategic Management	4	-	4	40	60	100
C2020	International Business	4	-	4	40	60	100
	ELECTIVE- I	4	-	4	40	60	100
	ELECTIVE- II	4	-	4	40	60	100
	ELECTIVE- III	4	-	4	40	60	100
	<b>TOTAL</b>	<b>28</b>	<b>-</b>	<b>28</b>	<b>280</b>	<b>420</b>	<b>700</b>

IV SEMISTER							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L	P		Maximum Marks		
					Internal	External	Total
	ELECTIVE- IV	4	-	4	40	60	100
	ELECTIVE- V	4	-	4	40	60	100
	ELECTIVE- VI	4	-	4	40	60	100
C2045	Project Work	-	12	16	50	150	200
	<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>28</b>	<b>170</b>	<b>330</b>	<b>500</b>



**VARDHAMAN COLLEGE OF ENGINEERING****(AUTONOMOUS)****SYLLABUS****MBA - MASTER OF BUSINESS ADMINISTRATION****REGULATIONS: VCE-**

<b>ELECTIVES</b>			
<b>ELECTIVE - I</b>		<b>ELECTIVE – II</b>	
<b>Code</b>	<b>Subject</b>	<b>Code</b>	<b>Subject</b>
C2021	Consumer Behavior and Customer Relationship Management	C2025	Service Marketing Management
C2022	Security Analysis and portfolio Management	C2026	Financial Institutions and Markets
C2023	Recruitment and Selection	C2027	Training and Development
C2024	Business Intelligence	C2028	Enterprise Resource Management
<b>ELECTIVE - III</b>		<b>ELECTIVE – IV</b>	
<b>Code</b>	<b>Subject</b>	<b>Code</b>	<b>Subject</b>
C2029	Retail Management	C2033	International Marketing
C2030	Cost and Management Accounting	C2034	Strategic Investment and Finance Decision
C2031	Performance Management	C2035	Management of Industrial Relations
C2032	Information Systems, Control and Audit	C2036	Decision Support System
<b>ELECTIVE – V</b>		<b>ELECTIVE – VI</b>	
C2037	Sales and Distribution Management	C2041	Integrated Marketing Communications
C2038	International Financial Management	C2042	Banking and Insurance
C2039	Compensation and Reward Management	C2043	Management of Change
C2040	Data Mining and Data Warehousing	C2044	E – Commerce

# VARDHAMAN COLLEGE OF ENGINEERING

## I SEMESTER

### MANAGEMENT FUNDAMENTALS

Course Code: **C2001**

L	P	C
4	-	4

#### UNIT- I

**INTRODUCTION TO MANAGEMENT:** Definition, types of managers, mintzberg managerial rolls, functions of management, administration vs. management.

#### UNIT -II

**A Brief History of Management:** Classical Theory-Scientific Management, Administrative Theory, Behavioural Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

#### UNIT – III

**Creative Problem Solving and Decision Making:** Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze Alternatives and Select the Most Feasible, Plan, Implement the Decision and Control.

#### UNIT – IV

**PLANNING AND DECISION :** PLANNING: Nature of planning, steps involved in planning, types of planning, levels of planning, the planning process, management by objectives. Decision making, the process and techniques of decision making, coordination principles Vroom’s Participative Decision Making Model. Cases.

#### UNIT – V

**Strategic and Operational Planning:** Developing the Mission, Analyzing the Environment, Setting Objectives, Corporate Strategies, Business Strategies, Operational Planning, Implementing and Controlling Strategies. Time Management.

#### UNIT – VI

**Organizing and Delegating Work:** Principles of Organizing, Authority, Organizational Design, Job Design, Organizing Yourself and Delegating. Relation between Authority, Power and Influence.

#### UNIT – VII

**Leadership:** nature and types of leaderships, Trait Theory, Behavioural Leadership Theories, Situational Approaches to Leadership, Handling Complaints.

#### UNIT – VIII

**Communication and Controlling:** Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message Transmission Channels. Organizational and Functional Area Control Systems, Establishing Control Systems.

#### TEXT BOOKS:

1. Stephen Robbins, Mary Coulter (2009), *Management*, Prentice Hall of India.
2. Koontz, Wehrich (2009), *Principles of Management*, Tata McGraw Hill, New Delhi.

#### REFERENCE BOOKS:

1. Heinz Wehrich, Harold Koontz (2009), *Essentials of Management*, Tata McGraw Hill, New Delhi.
2. Udai Pareek Raju (2009), *Management Text and Cases*, Prentice Hall of India.
3. Dilip Kumar Battacharya, *Principles of Management*, Pearson, 2012.
4. V.S.P.Rao, *Management Text and Cases*, Excel, Second Edition, 2012.
5. Deepak Kumar Bhattacharyya, *Principles of Management-text and cases*, Pearson, 2012.

# VARDHAMAN COLLEGE OF ENGINEERING

## I SEMESTER

### RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

Course Code: **C2002**

L	P	C
4	-	4

#### UNIT - I

**RESEARCH METHODOLOGY:** Introduction-Topic-Review of Literature-ResearchGaps-ResearchQuestions-Objectives-Hypotheses-Scope of the study-Period of the study-SamplingTechniques-DataCollection-Primarydata-Questionnaire design-Secondary data-Data Analysis-Limitations of the study-Appendix-References.

#### UNIT - II

**STATISTICAL TOOLS:** Measures of Central Tendency:Mean, Median and Mode. Measures of Dispersion, Range, Standard deviation and Variance, Coefficient of variation, Measure of Skewness.

#### UNIT - III

**INDEX NUMBERS:** Laspeyres's index, Paasche's index, Fischer's ideal index, time reversal factor reversal tests.

#### UNIT - IV

**CORRELATION AND REGRESSION ANALYSIS:** Method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.

#### UNIT - V

**TIME SERIES ANALYSIS:** Time series, utility of time series, components of time series. Measurement of trend through method of least squares, moving averages, and graphical methods.

#### UNIT - VI

**STATISTICAL INFERENCE – I :** Introduction to null hypothesis vs. alternative hypothesis, type I error and type II errors , critical region, procedure for testing of hypothesis , tests of hypothesis for single mean, difference of means.

#### UNIT - VII

**STATISTICAL INFERENCE – II :** Test of hypothesis for the single proportion and Difference of proportions

#### UNIT - VIII

**STATISTICAL INFERENCE – III :** Tests of significance for small samples, application, t-test, ANOVA-one way and two way classifications and Chi-square test, F test, association of attributes and inferences.

#### TEXTBOOK

1. Glyn Davis & Branko Pecar, "Business Statistics Using Excel" Oxford University Press,2012.

#### REFERENCES:

2. J.K.Sharma "Business Statistics-Problems and Solutions" Pearson,2010.
3. P.N.Arora "Comprehensive Statistics Methods" S.Chand,2012.
4. Sharma"Business Statistics" Pearson,2012.
5. Donald R Cooper et.al. Business Research Methods,TMH, 11/e2013.
6. Zikmund,Business Research Methods, Cengage, 2012.

# VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

## MANAGERIAL ECONOMICS

Course Code: C2003

L	P	C
4	-	4

### UNIT - I

**INTRODUCTION TO ECONOMICS:** Economic and non-economic activities, definition, nature and scope of managerial economics, functions of managers - decision making and forward planning, objective of firms - traditional (profit maximization), modern (sales and revenue maximization) and behavioral (utility maximization) theories, value maximization vs profit maximization. Economic optimization -constrained and unconstrained optimization problems.

### UNIT - II

**THEORIES OF DEMAND AND SUPPLY:** Demand Analysis -meaning and determinants of demand, law of demand and exceptions to the law. Elasticity of demand –price, income, cross and promotional elasticity of demand. Methods of measurement of elasticity.

### UNIT - III

**FORECASTING OF DEMAND:** Meaning, purpose, significance and methods of demand forecasting, features of a good forecasting method. Supply analysis -meaning and determinants of supply, law of supply and elasticity concepts. Equilibrium price, market price, normal price and other concepts, changes in price.

### UNIT - IV

**PRODUCTION AND COST ANALYSIS:** Theory of production -meaning and factors of production, production function with one variable input (law of variable proportion), with two variable inputs (law of returns to scale).

### UNIT - V

**MARKET ANALYSIS:** Classification of markets (location, time and competition based markets), equilibrium price and output determination in perfect market, monopoly, oligopoly and monopolistic markets.

### UNIT - VI

**THEORIES OF PROFITS** (Dynamic, risk and uncertainty bearing and innovations). Theory of cost -different cost concepts and different relations between cost and output in short run and long run. Managerial uses of revenue and cost concepts (break-even point).

### UNIT - VII

**MACRO CONCEPTS FOR BUSINESS DECISIONS:** National income -concept and various methods of measurements, inflation - types and causes of inflation, measurement of inflation, Philips curve and steps to control inflation.

### UNIT - VIII

**BUSINESS CYCLES:** Causes and measures to control business cycles.

### TEXT BOOKS:

1. Petersen Craig. H (2009), *Managerial Economics*, 4<sup>th</sup> edition, Pearson Education.

### REFERENCE BOOKS:

1. Dean, Joel (2009), *Managerial Economics*, Prentice Hall of India.
2. Trivedi M.L, Jhinghan. M. L (2009), *Managerial Economics, Theory and Applications*, Tata McGraw Hill, New Delhi.
3. G. Sunitha (2010), *Managerial Economics*, student helpline Publishing House Private Limited, Hyderabad.
4. Mithani. D. M (2009), *Principles of Economics*, Himalaya Publishing House.

# VARDHAMAN COLLEGE OF ENGINEERING

## I SEMESTER

### FINANCIAL ACCOUNTING AND ANALYSIS

Course Code: **C2004**

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION TO ACCOUNTING:** Importance, objectives and principles, accounting concepts and conventions, and the generally accepted accounting principles (GAAP).

#### UNIT - II

**THE ACCOUNTING PROCESS:** Overview, books of original record, journal and subsidiary books, ledger, trial balance, classification of capital and revenue expenses, final accounts with adjustments.

#### UNIT - III

**VALUATION OF FIXED ASSETS:** Tangible vs. intangible assets, depreciation of fixed assets and methods of depreciation.

#### UNIT - IV

**INVENTORY VALUATION:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.

#### UNIT - V

**ISSUE OF SHARES AND DEBENTURES:** Entries for issue of shares, forfeiture and re issue of forfeited shares. Issue of shares at discount and premium, issue and redemption of debentures, meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

#### UNIT - VI

**FINANCIAL ANALYSIS-I:** Statement of changes in working capital, funds from operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

#### UNIT - VII

**FINANCIAL ANALYSIS -II:** Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements. Liquidity, leverage, solvency and profitability ratios, DU pont chart, a case study on ratio analysis.

#### UNIT - VIII

**ACCOUNTING STANDARDS ISSUED BY ICAI:** (Focus on importance of standards to give a general view on financial accounting practices ), creative financial practices and issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

#### TEXT BOOKS:

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari (2009), *Financial Accounting*, Vikas Publishing House Private Limited, New Delhi.

#### REFERENCE BOOKS:

1. S. P. Jain, K. L. Narang (2009), *Financial Accounting*, 10<sup>th</sup> edition, Kalyani Publication, New Delhi.
2. R. Narayanaswamy (2008), *Financial accounting: A managerial perspective*, Prentice Hall of India.
3. Ambrish gupta (2009), *Financial Accounting Management - An Analytical Perspective*, Pearson Education.
4. S. E. V. Subrahmanyam (2011), *Financial Accounting and Analysis*, student helpline Publishing House Private Limited, Hyderabad.

# VARDHAMAN COLLEGE OF ENGINEERING

## I SEMESTER

### BUSINESS LAWS AND REGULATIONS

Course Code: C2005

L	P	C
4	-	4

#### UNIT – I

**LAW OF CONTRACT - 1872:** Nature of contract and essential elements of valid contract, offer and acceptance, consideration, capacity to contract and free consent. Unlawful and illegal agreements contingent contracts, performance and discharge of contracts, remedies for breach of contract.

#### UNIT – II

**CONTRACTS - II:** Contract of Indemnity – definition and essentials, Contract of Guarantee – definition and consideration in a contract of guarantee, essentials of contract of guarantee, Law of agency – Appointment of agents, How agency is constituted, classification of agents, rights, duties and liabilities of agent and principal, termination of agency.

#### UNIT – III

**CONTRACT OF SALES ACT – 1930:** Definition of goods, document of the title to goods, property, Formation of contract – sale and agreement to sell, essentials of a valid sale, agreement to sell, formalities of the contract, Hire purchase agreement, conditions and warranties, performance of contract of sale.

#### UNIT - IV

**NEGOTIABLE INSTRUMENT ACT - 1881:** Definition and characteristics of negotiable instrument, Promissory note – definition and essential elements, Bills of exchange - definition and essential elements, Cheque – definition and essential elements, types of cheques, Parties to negotiable instruments – holder and holder in due course, discharge of parties from liability.

#### UNIT – V

**CONSUMER PROTECTION ACT – 1986:** Objects and reasons, meaning of consumer, Goods, Service, Consumer dispute, complainant, unfair trade practice, Consumer disputes redressal agencies – District forum, State commission and National Commission.

#### UNIT - VI

**COMPANIES ACT - 1956:** Definition, characteristics of a company, Registration and certification of incorporation – procedure and effects of incorporation, Company Meeting – General meetings, class meetings, meetings of creditors and debenture holders, meetings of directors or Board meeting.

#### UNIT - VII

**Company Management** – Constitution of board of directors, Appointment of Directors – Board meetings, Central Government, proportional representations, Removal of Directors – Shareholders, Central Government, Company Law Board, Powers, rights, duties and liabilities of directors, Winding of Company .

#### UNIT - VIII

**DIRECT AND INDIRECT TAX:** Income tax Act-1961- important provisions of Income Tax Act - Assessment year, Assesses, Gross total income, Procedure for advanced payment of tax and tax deducted source. Assessment procedure. Central Excise Act – 1944: Basic concepts related to excisable goods, classification of goods, and basic concept of VAT

#### TEXT BOOKS:

1. K. R. Bulchandani (2006), *Business Law for Management*, Himalaya Publishing House, New Delhi.
2. N. D. Kapoor (2009), *Mercantile Law*, sultan chand & sons, New Delhi.

#### REFERENCE BOOKS:

1. Akhileshwar patahak (2009), *Legal aspects of business*, 3<sup>rd</sup> edition, Tata Mc graw Hill, New Delhi, India.
2. Tulsani (2008), *Business law*, Tata Mc graw Hill, New Delhi.
3. Sivaram Prasad (2011), *Business Law*, student helpline Publishing House Private Limited, Hyderabad.
4. K.R. Bulchandani (2008), *Business law for management*, 5<sup>th</sup> edition, Himalaya Publishing Private Limited, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## I SEMESTER

### BUSINESS ENVIRONMENT

Course Code: **C2006**

L	P	C
4	-	4

#### UNIT – I

**INDUSTRIAL POLICIES:** A brief review of industrial policies since independence, industrial policy of 1991 and recent developments, policy on foreign direct investment in Indian industry, policy on public private partnerships.

#### UNIT - II

**REGIONAL TRADE BLOCKS:** ASEAN, NAFTA, SAARC, BRICS, GATT, WTO - genesis and functions.

#### UNIT - III

**FISCAL POLICY:** Public revenues, public expenditure, public debt, development activities financed by public expenditure, an evaluation of recent fiscal policy of government of India, highlights of budget.

#### UNIT - IV

**MONETARY POLICY:** Demand and supply of money, objectives of monetary and credit policy, recent trends, Role of finance commission.

#### UNIT - V

**INDIA'S TRADE POLICY:** Magnitude and direction of Indian international trade, bilateral and multi lateral trade agreements, EXIM policy, roll of EXIM bank.

#### UNIT - VI

**BALANCE OF PAYMENTS:** Structure, major components, causes for disequilibrium in balance of payments, correction measures. Impact of new economic policy on BOP, recent trends.

#### UNIT - VII

**WORLD TRADE ORGANIZATION:** Nature and scope, organization and structure, trading blocks, role and functions of WTO in promoting world trade, principles followed, agreements in the Uruguay round including TRIPS, TRIMS, and GATS. Disputes settlement mechanism, dumping and anti dumping measures, critical review of WTO functioning.

#### UNIT - VIII

**MONEY MARKETS AND CAPITAL MARKETS:** Features and components of Indian financial systems, objectives, features and structure of money markets and capital markets, reforms and recent development, stock exchanges, investor protection and role of SEBI.

#### TEXT BOOKS:

1. Francis Cherunilam (2009), *International Business: Text and Cases*, Prentice Hall of India.

#### REFERENCE BOOKS:

1. K. V. Sivayya, V. B. M Das (2009), *Indian Industrial Economy*, Sultan Chand Publishers, New Delhi, India.
2. Sundaram, Black (2009), *International Business Environment Text and Cases*, Prentice Hall of India, New Delhi, India.
3. Chari. S. N (2009), *International Business*, Wiley India.
4. E. Bhattacharya (2009), *International Business*, Excel Publications, New Delhi.
5. N. Gunanath Naidu (2010), *Business Environment*, Studentshelpline Publishing House Private Limited, Hyderabad.

# VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

## BUSINESS COMMUNICATION LAB

Course Code: **C2007**

L	P	C
-	3	2

### LIST OF EXERCISES:

1. **FEATURES OF INDIAN ENGLISH:** Correction of sentences, structures, tenses, ambiguity, idiomatic distortions
2. **INFORMAL CONVERSATION VS FORMAL:** Expression verbal and non - verbal communication, barriers to effective communication, kinetics
3. **TYPES OF COMMUNICATION:** Oral, aural, writing and reading, word power, vocabulary, jargon, rate of speech, pitch, tone clarity of voice
4. **MANAGEMENT PRESENTATIONS:** Types of presentation, video conferencing, participation in meetings, chairing sessions
5. **FORMAL AND INFORMAL INTERVIEWS:** Ambience and polemics, interviewing in different settings and for different purposes e.g. eliciting and giving information, recruiting, performance appraisal
6. **WRITTEN COMMUNICATION:** Differences between spoken and written communication, features of effective writing such as clarity brevity, appropriate tone clarity, balance etc. GMAT, TOEFL models
7. **LETTER WRITIN:** Business letters, pro forma culture, format, style, effectiveness, promptness, analysis of sample letters collected from industry, email, fax
8. **BUSINESS AND TECHNICAL REPORT WRITING:** Types of reports, progress reports, routine reports, annual reports, format, analysis of sample reports from industry, synopsis and thesis writing

### REFERENCE BOOKS:

1. Andre J. Rutherford (1992), *Basic Communication Skills for Technology*, Pearson Education Asia, New Delhi.
2. J Katyayani, B Sudhir (2011), *Business Communication and Soft Skills*, Studentshelpline Publishing House Private Limited, Hyderabad.
3. RK Madhukar (2009), *Business Communication*, Vikas Publishing House Private Limited, New Delhi.
4. Rajendra Pal, J. S. Korlahhi (2008), *Essentials of Business Communication*, Sultan Chand and Sons, New Delhi.
5. Edmund H. weiss (2009), *Writing Remedies - Practical Exercises for Technical Writing*, Universities Press, Hyderabad.



# VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

IT FOR MANAGERS

Course Code: **C2008**

L P C  
- 3 2

The Objective of this laboratory course is to provide hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS. The exposure to PROWESS developed by Centre for Monitoring Indian Economy is with a view to make students aware of data bases of Indian Companies and enables them to work on mini projects and think of topic for their final year project.

## LIST OF EXERCISES:

1. **COMMUNICATION MEDIA:** Types of network, net work topologies, network protocols, introduction to internet e-mail
2. **MS ACCESS:** Tables and queries, MS power point – introduction, creation of slides.
3. **EXPERIMENTS COVERING BASICS OF SQL:** PL/SQL, SQL statements, views, joins, constraints, operators, indexes, functions.
4. **PL/SQL BLOCK STRUCTURES:** Procedures, practice exercises using SQL statements on the following aspects employee payroll data, purchase order of a book company, inventory management.
5. **OVERVIEW OF MS-EXCEL FEATURES:** Creating worksheet, entering and editing text, entering and editing formulas. Hands on experience with prowess of CMIE and a few simple exercises on ratio analysis using the package.
6. **OVERVIEW OF SPSS:** Uses, data analysis, making students / learn familiar with main menu and other features of SPSS package.
7. Exercises on SPSS package
8. **EXERCISES:**  
Test-1: Creating and Editing a Data File.  
Test-2: Cross Tabulation and chi-Square Analyses.  
Test-3: The one-way ANOVA procedure: one-way Analysis of variance.  
Test-4: Bi-variate Correlation: Bi-variate correlation, partial correlations and the correlation matrix. Test-Test-5: Multidimensional scaling.

## REFERENCE BOOKS:

1. Peter Norton (2008), *Introduction to Computers*, 8th edition, Tata McGraw Hill, New Delhi.
2. Madana Mohana. R (2011), *Information Technology*, Studentshelpline Publishing House Private Limited, Hyderabad.
3. V. Rajaraman (2009), *Introduction to Information Technology*, Prentice Hall of India.
4. Efraim Turban, R. Kelly Rainer, Richard E. Potter (2006), *Introduction to Information Technology*, Wiley – India.
5. Ron Mansfield (2008), *Working in Microsoft Office*, Tata McGraw Hill, New Delhi.
6. Scott Urman, Ron Hardman (2009), *Oracle Database10g, PL/SQL Programs*, Tata McGraw Hill, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## II SEMESTER

### FINANCIAL MANAGEMENT

Course Code: **C2009**

L	P	C
4	-	4

#### UNIT – I

**INTRODUCTION:** Nature, scope and objectives of financial management, profit maximization vs wealth maximization. EPS maximization, finance functions, financial planning and forecasting, role of financial manager, time value of money - present value, future value of money and the basic valuation models.

#### UNIT - II

**CAPITAL BUDGETING:** Nature and techniques of capital budgeting - pay back period, accounting rate of return, discounted cash flow techniques, net present value, profitability index and internal rate of return, cases in capital budgeting.

#### UNIT - III

**COST OF CAPITAL:** Concept and measurement of cost of capital, debt vs equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital, importance of cost of capital in capital budgeting decisions. Factors affecting capital structure, theories of capital structure.

#### UNIT - IV

**CAPITAL STRUCTURE:** Factors affecting capital structure, theories of capital structure (NI, NOI, MM and traditional approach), capital structure vs financial structure capitalization, financial leverage, operating leverage and composite leverage .EBIT-EPS analysis, indifference point/breakeven analysis of financial leverage.

#### UNIT - V

**DIVIDEND DECISION AND VALUATION OF THE FIRM:** Factors affecting dividend policy, dividend and valuation of the firm, the basic models, MM hypothesis, declaration and payment of dividends, bonus share, rights issue, share splits, Walter model and Gordon model.

#### UNIT - VI

**WORKING CAPITAL MANAGEMENT:** Components of working capital, gross vs net working capital, determinants of working capital, operating cycle approach, estimation of working capital, financing of working capital through bank finance and trade credit, recommendations of tandon and daheja committee on working capital, cases.

#### UNIT - VII

**MANAGEMENT OF CURRENT ASSETS - I:** Management of cash, basic strategies for cash management, cash budget, cash management techniques process.

#### UNIT - VIII

**MANAGEMENT OF CURRENT ASSETS II:** Marketable securities - characteristics selection criteria, marketable securities alternatives - management of receivables and management of inventory, the importance of current assets management in working capital planning.

#### TEXT BOOKS:

1. Prasanna Chandra (2009), *Financial Management*, Tata McGraw Hill, New Delhi.
2. Khan, Jain (2009), *Financial Management*, Tata McGraw Hill, New Delhi.

#### REFERENCE BOOKS:

1. MacMillan, Jim (2009), *Financial Management*, Oxford University Press, New Delhi.
2. Paresh P. Shah (2009), *Financial Management*, Wiley India, New Delhi.
3. James C. Van Horne (2009), *Financial Management and Policy*, Prentice Hall of India, New Delhi, India.
4. Vyuptakesh Sharn (2009), *Fundamentals of Financial Management*, Pearson Education, New Delhi, India.

# VARDHAMAN COLLEGE OF ENGINEERING

## II SEMESTER

### MARKETING MANAGEMENT

Course Code: C2010

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION TO MARKETING:** Understanding marketing management, developing marketing strategies and plans, marketing concept, product concept, experience concept, service concept, green marketing, efficiency vs. effectiveness, limitations of marketing concepts, marketing orientation and business performance, gathering information and scanning environment.

#### UNIT - II

**MARKETING RESEARCH:** Need for marketing research, types of marketing research, stages of marketing research, marketing environment, customer value proposition, customer satisfaction and value, customer retention, consumer profitability, emerging dimensions of marketing, Indian and global perspective.

#### UNIT - III

**SEGMENTATION:** Non segmented markets, purpose of segmentation, types of segmentation, targeting and positioning. Segmentation and market entry, target market selection, strategies of target marketing, analyzing business market, analyzing consumer market and market segmentation.

#### UNIT - IV

**MARKETING MIX - I:** Creating customer value, satisfaction and loyalty, product management, business product and consumer product, technology products, commodity products, customized products, product line and product mix, managing product line and brands.

#### UNIT - V

**PRODUCT LIFE CYCLE:** PLC excessive product variants, product line portfolios, product recalls, setting product strategies. Pricing strategies, methods of pricing factors influencing pricing decisions, pricing cues, consumption and pricing, price sensitivity, price imitating price changes, price wars, product mix pricing, ingredient branding, packaging and labeling strategies, direct marketing.

#### UNIT - VI

**MARKETING MIX - II:** Designing and managing services, marketing strategies for service firms, distinctive characteristics of services, customer relationship, communicating value, role of marketing communication, developing effective communication, marketing communication mix, managing the integrated marketing communication process, managing mass communication.

#### UNIT - VII

**CHANNELS OF DISTRIBUTION:** Distribution designing, marketing channels and value networks, importance and role of distribution in marketing, channel design decision, channel management decisions, channel integration systems, e-commerce, conflict cooperation and competition, retailing, wholesaling, logistics.

#### UNIT - VIII

**MANAGING PERSONAL COMMUNICATION:** Word of mouth, designing sales force, direct marketing techniques, internet marketing, new product options and development, development to commercialization, consumer adoption process, tapping global markets, developed vs developing markets, managing holistic marketing organization, socially responsible marketing, internal marketing, global marketing, rural consumer behavior, pricing and distribution decisions, future of marketing. Effective communication and promotional mix, managing advertising, personal selling, sales promotion, public relations, publicity.

#### TEXT BOOKS:

1. V. S. Ramaswamy, S. Namakumari (2009), *Marketing management: global perspective, Indian context*, Macmillan, New Delhi.
2. Philip Kotler (2009), *Marketing Management*, Pearson Education, Asia.

#### REFERENCE BOOKS:

1. Rajan Saxena (2009), *Marketing Management*, Tata McGraw Publishing Company, New Delhi.
2. W. J. Stanton, Michael J. Etzel, Bruce J. Walker (2009), *Fundamentals of Marketing*, McGraw Hill International, New Delhi.
3. Kotler (2009), *Marketing Management*, 11<sup>th</sup> edition, Prentice Hall of India.
4. Czinkota (2009), *Marketing Management*, Vikas Publishers, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## II SEMESTER

### HUMAN RESOURCE MANAGEMENT

Course Code: **C2011**

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION TO HRM:** Objectives of HRM, HR objectives, HR activities, challenges of HRM, job analysis and design, uses of job analysis, methods of data collection, job description and specifications, job design, job redesign, job rotation, job enlargement, job enrichment.

#### UNIT - II

**HR PLANNING:** Strategic and human resource planning, HR planning process, HR information systems, assessment of HR requirements, HR functions and policies.

#### UNIT - III

**RECRUITMENT AND SELECTION:** The recruitment process, methods of recruiting, realistic job preview, challenges of recruiting. Selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, reference and background verification, medical evaluation, job offer, induction and placement.

#### UNIT - IV

**TRAINING AND DEVELOPMENT AND PERFORMANCE APPRAISAL:** Introduction to training, the training process, training methods, management development, individual, group, organizational techniques, evaluation of training and development, appraising and managing performance.

#### UNIT - V

**PERFORMANCE APPRAISAL:** The appraisal process, methods and potential problems in performance evaluation, the appraisal interview, the feedback interview, the role of appraisal in managing performance, career planning and development.

#### UNIT - VI

**COMPENSATION:** Objectives, influences on compensation, compensation and motivation, job evaluation system, simple ranking, job grading, point systems and factor comparison system, human relations effects of job evaluation, compensation for special groups.

#### UNIT - VII

**MANAGING INDUSTRIAL RELATIONS:** Components of industrial relation, trade unions, functions of trade unions, employee participation, Significance of industrial relations.

#### UNIT - VIII

**INTEGRATION:** Quality of work life, quality circles, industrial relations, industrial disputes, and causes, remedial measures, collective bargaining. The management of conflict - sources of grievances', the grievance procedure, guidelines for handling grievances, welfare services, separation.

#### TEXT BOOKS:

1. Biswajeet Pattnayak (2009), *Human Resource Management*, Prentice hall of India, New Delhi.

#### REFERENCE BOOKS:

1. Aryasri, A. V. V Raju (2010), *Human Resources Management*, Students Helpline Publishing House Private Limited, Hyderabad.
2. Venkata Raman C. S, Srivastiva B. K(2009), *Personnel Human Resource Management*, Tata Mc Graw Hill, New Delhi.
3. Cynthia D. Fisher, Lyle F. Schoenfeld (2009), *Human Resource Management*, Wiley India, New Delhi, India.
4. Jyothi (2009), *Human Resource Management*, Pearson Education, NewDelhi.
5. R. Wayne Mondy, Robert M. Noe (2009), *Human Resource Management*, Pearson Education, New Delhi, India.
6. De Cenzo, D. A, Robbins S. P (2009), *Human Resources Management*, John Wiley, Newyork.

# VARDHAMAN COLLEGE OF ENGINEERING

## II SEMESTER

### PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: C2012

L P C

4 - 4

#### UNIT - I

**INTRODUCTION:** Overview of production and operation management (POM), functions, historical development of POM, POM scenario today, product and process design, product and process development, manufacturing process technology, value analysis.

#### UNIT - II

**FACILITIES MANAGEMENT:** Location of facilities, layout of facilities, optimization of product / process layout.

#### UNIT - III

**AGGREGATE PLANNING:** Preparation of aggregate demand forecast, specification of organizational policies for smoothing capacity utilization, determination of feasible production alternatives and determination of optimal production strategy.

#### UNIT - IV

**SCHEDULING:** Scheduling in job, shop type production, shop loading, assignment and sequencing, scheduling in mass, line of balance, methods of production control, world class production.

#### UNIT - V

**WORK STUDY:** Method study, work measurement, work design, job design, work sampling, industrial engineering techniques.

#### UNIT - VI

**QUALITY MANAGEMENT:** Introduction to Quality Management, Economics of quality assurance, inspection and quality control, control charts for variables and control charts for attributes, acceptance sampling, and ISO 9000 series standards. Six sigma.

#### UNIT - VII

**PERT & CPM:** Drawing networks diagram, identifying critical path, Estimation of project time, project crashing, optimum cost and optimum duration.

#### UNIT - VIII

**MATERIAL MANAGEMENT:** Costs associated with inventory, economic order quantity, ABC analysis, material requirement planning, just in time production, quality circles.

#### TEXT BOOKS:

1. Chary S.N (2009), *Production and Operation Management*, Tata McGraw Hill, NewDelhi.
2. Upendra Kachru (2009), *Operation Management*, Excel Publications, NewDelhi.

#### REFERENCE BOOKS:

1. Adam E. E, Ebert R.J (2009), *Production and Operation Management*, 6<sup>th</sup> edition, Prentice Hall of India.
2. J. Katyayani (2010), *Production Management*, Students Helpline Publishing House Private Limited, Hyderabad.
3. Chunnawala (2009), *Production and Operation Management*, Himalaya Publications, Mumbai.
4. Rogerto Russel, Taylor (2009), *Production and Operations Management*, 4<sup>th</sup> edition, Prentice Hall of India.

# VARDHAMAN COLLEGE OF ENGINEERING

II SEMESTER

## QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Code: C2013

L	P	C
4	-	4

### UNIT - I

**Introduction:** Nature and scope of Operations research :Origins of OR ,Applications of OR in different Managerial are as, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

### UNIT - II

**Linear Programming Method I :** Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method.

### UNIT - III

**Linear Programming Method II:** simplex method, two phase method, BIG-M method, converting primal LPP to dual LPP, Limitations of LPP.

### UNIT - IV

**Transportation Problem:** Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by MODI Method, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

### UNIT - V

**Assignment Model I:** Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem.

### UNIT - VI

**Assignment Mode II:** Travelling salesman problem, simplex method for solving assignment problem.

### UNIT - VII

**Decision Theory:** Introduction, ingredients of decision problems. Decision making–under un certainty, cost of uncertainty, under risk, under perfection formation, decision tree, construction of decision tree

### UNIT - VIII

**Queuing Theory:** Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

### TEXT BOOKS:

1. J.K.Sharma, "Operations Research: Theory and applications, 5thedition, Macmillian, 2013.

### REFERENCE BOOKS:

1. Anand Sharma, "Quantitative Techniques for Decision Making",HPH,2010
2. R.Panner selvam: Operations Research,PHI,3<sup>rd</sup>revisededition,2012
3. Prem Kumar Gupta "Introduction to OperationsResearch"S.Chand,2012.
4. K.LSchgel "Quantitative Techniques and Statistics",2012.
5. Hillier /Lieberman: Introduction to operations research,9thedition,TMH,2012

# VARDHAMAN COLLEGE OF ENGINEERING

## II SEMESTER

### MANAGEMENT INFORMATION SYSTEM

Course Code: **C2014**

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION** :Definition, Significance of MIS, Nature and Scope of MIS, Structure and classification of MIS, Information and systems concept, information systems for competitive advantage.

#### UNIT - II

**BUSINESS APPLICATION OF INFORMATION SYSTEM:** .E-Commerce, DSS, Business intelligence, knowledge management system.

#### UNIT - III

**STRATEGIC AND PROJECT PLANNING FOR MIS:** General business planning, appropriate MIS response, MIS planning-general, MIS planning-details.

#### UNIT - IV

**INTRODUCTION TO ERP:** Overview of ERP, MRP, MRP-II and evaluation of ERP, integrated management systems, reasons for the growth of ERP, business modeling, integrated data model, foundations of IS in business, obstacles of applying IT, ERP market.

#### UNIT - V

**ERP MODULES:** Finance, Accounting system, manufacturing and production system, sales and distribution system, human resource system, plant maintenance system, material management system, quality management system, ERP system options and selection, ERP proposal evaluation.

#### UNIT - VI

**BENEFITS OF ERP:** Reduction of lead time, on time shipment, reduction in cycle time, improved resource utilization, better customer satisfaction; improve supplier performance, increased flexibility, reduced quality cost, improved information accuracy and design making capabilities.

#### UNIT - VII

**BUILDING OF INFORMATION SYSTEM:** System Development stages, System Development Approaches, Systems Analysis and Design, Requirement determination, strategies for requirement determination.

#### UNIT - VIII

**ERP IMPLEMENTATION AND MAINTENANCE:** Implementation strategy options, features of successful ERP implementation, strategies to attain success, user training, maintaining ERP and IS

#### TEXT BOOKS:

1. D P Goyal (2010), Management Information Systems – Managerial Perspective, 3<sup>rd</sup> ed. MacMillian.

#### REFERENCE BOOKS:

1. Jawadekar (2012), *MIS Text and Cases*, TMH, New Delhi, India.
2. Alexis Leon, (2006), *ERP (Demystified)*, TMH, New Delhi, India.

# VARDHAMAN COLLEGE OF ENGINEERING

II SEMESTER

## PERSONAL EFFECTIVENESS - SEMINAR

Course Code: C2015

L	P	C
-	3	2

### Course Aim:

The aim of this course is to enable students develop soft skills necessary for employability of MBA students.

### Learning Outcome: Students at the end of the course would be able to:

1. Loose fear of public speaking and feel confident about them-selves.
2. Participate in group discussions.
3. Face interviews.
4. Gain communication skills and be able to convince their view point to the superiors, peers and subordinates.
5. Time management skills to efficiently manage time in meeting deadlines in modern day organizations.
6. Life style management skills to grow in modern day organization and succeed in their chosen careers.
7. Help students to confidently face and succeed in the corporate selection processes.
  - Presentations
  - Group Discussions
  - Overcoming fear of facing Interviews
  - Time Management
  - Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

### REFEERENCES:

1. Sherfeild: Developing Soft skills-Pearson Education-2013.
2. Murphy: Effective Business communication, 7/e, TMH, 2013.
3. Colin BEARD: Experiential Learning, Kogan Page, 2013.
4. Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012



# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### ENTREPRENEURSHIP

Course Code: C2017

L	P	C
4	-	4

#### UNIT - I

**NATURE OF ENTREPRENEURSHIP:** Characteristics, qualities and skills of an Entrepreneur, functions of entrepreneur, entrepreneur scenario in India and abroad, forms of entrepreneurship, small business enterprises - importance of Indian economy, first mover – advantages and disadvantages, risk reduction strategies - market scope strategies, imitation strategies and managing newness.

#### UNIT - II

**ASPECT OF PROMOTION:** Generation of new entry opportunities, SWOT analysis, technological competitiveness, legal regulatory system, patents and trademarks, intellectual property rights, project planning and feasibility studies, major steps in product development. Financial aspects, sources of raising capital, debt-equity, financing by commercial banks, government grants and subsidies, entrepreneurship promotion, schemes of department of industries - DICs, KVIC, SIDBI, NABARD, NSIC, APSFC, IFCI and IDBI.

#### UNIT - III

**INTRODUCTION TO BUSINESS ETHICS:** Definition of Ethics, necessity for business ethics, basic principles in ethics, nature and theory of ethics, need for ethical guideline, salient issues in ethics and commerce, ethics as a luxury, earlier attempts at ethics in industry, justification for ethics, effect of migration of national character, shadow economy, corporate audits, political issues.

#### UNIT - IV

**UNDERSTANDING CORPORATE GOVERNANCE:** Corporate governance, capitalism at crossroads historical perspective of corporate governance, issues of corporate governance, theoretical basis of corporate governance, corporate governance mechanisms, Indian model of governance good corporate governance, corporate governance committees, OECD principles, Indian committee and guidelines, the confederation of Indian industry's initiative, corporate governance models.

#### UNIT - V

**CORPORATE SOCIAL RESPONSIBILITY:** System concept of business society, social responsibility, social responsibility tools, approaches to ethics, corporate social accountability, business in a social world ethics and social responsibility, professional ethics, ethics of practicing company secretaries, ethical investing.

#### UNIT - VI

**PROJECT MANAGEMENT:** Concept of project and classification of project identification, project formulation - project design, project planning, and social cost benefit analysis, financial analysis.

#### UNIT - VII

**PROJECT APPRAISAL:** Project report and guidelines for preparing a project report, project Appraisal, Significance of project appraisal, Profitability appraisal, and project financing.

#### UNIT - VIII

**ENTREPRENEURIAL TRAINING:** Designing appropriate training programmes to inculcate Entrepreneurial Spirit, significance of entrepreneurial training, Training for emerging and Existing Entrepreneurs, challenges of new venture start-ups, poor financial understanding – critical factors for new venture development.

#### TEXT BOOKS:

1. Robert D. Hisrich, Michael P. Peters, Decin A. Shepherd(2009), *Entrepreneurship*, Tata Mc Graw Hill, New Delhi.

#### REFERENCE BOOKS:

1. Bholanath Dutta (2009), *Entrepreneurship*, Excel Publication, New Delhi, India.
2. Mathew, J. Manimala (2009), *Entrepreneurship Theory at the Crossroads*, Wiley India, New Delhi, India.
3. N. Venkat Rao (2011), *Entrepreneurship and good governance*, Students Helpline Publishing House Private Limited, Hyderabad.
4. Tabarrok (2009), *Entrepreneurial Economics*, Oxford University Press, New Delhi.
5. Jain (2009), *Hand Book of Entrepreneurs*, Oxford University Press, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### ORGANIZATIONAL BEHAVIOR

Course Code: C2018

L	P	C
4	-	4

#### UNIT - I

**NATURE AND IMPORTANCE OF ORGANIZATIONAL BEHAVIOR:** Foundation of O.B.; Conceptual Model for O.B. – Organization System in Global Environment – Importance of Interpersonal Skills, Challenges & Opportunities for O.B., Developing O.B. Model – Approaches to O.B.

#### UNIT - II

**INDIVIDUAL BEHAVIOR** – Diversity – Biographical Characteristics Ability – Implementing Diversity Management – Strategies – Attitudes & Job Satisfaction.

#### UNIT - III

**PERSONALITY:** Theories of Personality – Perception – Process of Perception – Perception & Individual Decision Making – Motivation from concepts to Applications.

#### UNIT - IV

**GROUP BEHAVIOR** – Foundations of Group Behavior – Defining and Classifying Groups – Stages of Group Development – Group Properties – Roles – Norms – Status, Size and Cohesiveness – Group Decision Making – Understanding Work Teams – Types of Teams – Creating Effective Teams.

#### UNIT - V

**LEADERSHIP THEORIES:** Leadership Theories – Challenges to Leadership Construct – Finding and Creating Effective Leaders – Power & Politics.

#### UNIT - VI

**MOTIVATION THEORIES:** Maslow's Hierarchy of Needs, Two-factor theory of Motivation, Alderfer's ERG theory, McClelland's need based Motivational Model, Douglas McGregor Theories of X and Y.

#### UNIT - VII

**FOUNDATION OF ORGANIZATIONAL STRUCTURE:** Nature of organizing, organizational levels and span of control and types of span of control, factors determining span, organizational structure, departmentation and types of departmentation, making organizing effective.

#### UNIT - VIII

**ORGANIZATIONAL CULTURE AND CLIMATE:** Conflicts management, Organization Change & Stress Management – Self Management – Managing Careers.

#### TEXT BOOKS:

1. Stephen P. Robbins, Timothy (2012), *Organization Behaviour*, Ed. 14, Pearson Publications.
2. Mirza S Saiyadain (2011), *Organisation Behaviour*, TMH, New Delhi
3. Aryasri & VSP Rao (2009), *Management and Organisational Behaviour*, Excel Publications.

#### REFERENCE BOOKS:

1. Kavitha Singh (2009), *Organisational Behaviour*, Pearson Publications
2. Aswathappa (2009), *Organisational Behaviour*, Himalaya Publications
3. John M. Ivancevich (2009), *Organisational Behaviour & Management*, TMH, New Delhi
4. Koontz, Weihrich & Aryasri (2009), *Principles of Management*, TMH, New Delhi
5. Luthans, Fred (2009), *Organisational Behaviour*, 11/e, McGraw Hill, 2009.
6. Pierce and Gardner (2009), *Management and Organisational Behaviour: An Integrated Perspective*, Cengage
7. Deepak Kumar Bhattacharyya (2012), *Principles of Management-text and cases*, Pearson

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### STRATEGIC MANAGEMENT

Course Code: C2019

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION:** Concepts in strategic management, strategic management process, developing a strategic vision, mission, objectives, policies factors that shape a company's strategy, environmental scanning.

#### UNIT - II

**INDUSTRY AND COMPETITIVE ANALYSIS:** Methods, evaluating company resources and competitive capabilities. SWOT analysis - value chain analysis and competitive advantage.

#### UNIT - III

**TOOLS AND TECHNIQUES FOR STRATEGIC ANALYSIS:** Porter's five force model, BCG matrix, GE model, TOWS matrix, IE matrix, the grand strategy matrix. Market life cycle model and organizational learning, impact matrix and the experience curve, generic strategies, strategy formulation.

#### UNIT - IV

**TYPES OF STRATEGIES:** Offensive strategy, defensive strategy, exit and entry barriers tailoring strategy to fit specific industry and company situations.

#### UNIT - V

**STRATEGY IMPLEMENTATION:** Strategy and structure, strategy and leadership, strategy and culture connection, operational sing and institutionalizing strategy, strategies for competing in globalising markets and internet economy, organizational values and their impact on strategy, resource allocation as a vital part of strategy planning systems for implementation.

#### UNIT - VI

**TURNAROUND STRATEGIES:** Turnaround strategy, management of strategic change, strategies for mergers, acquisitions, takeovers and joint ventures.

#### UNIT - VII

**DIVERSIFICATION STRATEGIES:** Diversification strategy, why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

#### UNIT - VIII

**STRATEGY EVALUATION AND CONTROL:** Establishing strategic controls for measuring performance appropriate measures, role of the strategist, using qualitative and quantitative benchmarking to evaluate performance, strategic information systems, problems in measuring performance, guidelines for proper control, strategic surveillance, strategic audit, strategy and corporate evaluation and feedback in the Indian and international context.

#### TEXT BOOKS:

1. V.S.P. Rao, Hari V. Krishna (2009), *Strategic Management*, Excel Books, New Delhi.

#### REFERENCE BOOKS:

1. Saloner (2009), *Strategic Management*, Wiley- India, New Delhi.
2. Fred R David (2009), *Strategic Management Concepts and Cases*, Prentice Hall of India.
3. Gregory Dess, G. T. Lumpkin (2009), *Strategic Management - Creating Competitive Advantage*, Tata Mcgraw Hill, New Delhi.
4. Azhar Kazmi (2009), *Business Policy and Strategic Management*, Tata Mcgraw Hill, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### INTERNATIONAL BUSINESS

Course Code: C2020

L	P	C
4	-	4

#### UNIT - I

**THE STRUCTURE AND STRATEGY OF INTERNATIONAL BUSINESS:** An overview of international business environment, International Business strategies of the firm, profiting from global expansion. Pressures for cost reductions and local responsiveness.

#### UNIT - II

**STRATEGIC CHOICES: THE ORGANIZATION OF INTERNATIONAL BUSINESS:** Control systems and incentives - entry strategy and strategic alliances – Theory of global competitiveness alignment, mapping competitiveness shifts.

#### UNIT - III

**MANAGING TECHNOLOGY AND KNOWLEDGE IN INTERNATIONAL OPERATIONS:** Problems of control in an international company – Designing an international control system – Understanding Technology – Technology transfer – Knowledge in Organizations – The Process of knowledge management in International Organizations – Negotiations and Decision making across borders and cultures.

#### UNIT - IV

**MERGERS AND ACQUISITIONS (M & A):** Implications for India for the practice of global leadership in business. Ethics and Social Responsibilities of International Firms- International ethical codes of conduct –Cross Cultural, Cross Religion and Cross Racial Issues.

#### UNIT - V

**ROLE OF MULTI NATIONAL ENTERPRISES (MNEs):** How MNE's exploit market imperfections – seeking markets, efficiency and knowledge – MNE's and life cycle of product – The MNE's and competitive advantage of nations – Regulatory environment of MNE's – Guidelines for Managers of MNE's - Areas of particular concern to MNE's

#### UNIT - VI

**MULTINATIONAL BANKRUPTCY:** Cross Border Liability and Trade Disputes – Protection of Intellectual Property – Trade-offs between business abroad and national security / foreign policy at home – Role of Indian MNE's in International Business – Hidden Values and responsibilities to stake holders.

#### UNIT - VII

**INTERNATIONAL ECONOMIC INSTITUTIONS AGENCIES AND AGREEMENTS REGIONAL TRADING ARRANGEMENT :** The European Union and NAFTA – Bilateral Trade laws, Multilateral Trade laws – An overview of GATT / WTO, IMF and World Bank Group, UNCTAD, ILO, Regional Economic Integration – Trade Areas and Economic Unions – OPEC – Commercial policy implications of customs union – International Economic Policies - Policy Implications of barriers to trade - Debate on Trade policy i.e. free trade verses protectionism – The China Syndrome - impact of International Economic Institutions and Agencies.

#### UNIT - VIII

**FUNCTIONAL OPERATIONS MANAGEMENT:** International Marketing Strategy – International HR management strategy – International Operations Management Strategy – International Financial Management Strategy – Global Standard Quality Management – Porter's model of competitive advantage – The 10-P model of global strategic management – A Global perspective on corporate governance mechanisms.

#### TEXT BOOKS:

1. John Daniels, Lee H Rade baugh (2011), *International Business*, Pearson Education, New Delhi.

#### REFERENCE BOOKS:

1. Hodgetts, Luthans Doh (2010), *International Management*, Tata Mcgraw hill, New Delhi.
2. K Aswathappa (2010), *International Business, 4<sup>th</sup> Ed.*, Tata Mcgraw hill, New Delhi.
3. Stuart Wall, Bronwen Rees, Sonal Minocha (2009), *International Business, 3<sup>rd</sup> Ed.*, Pearson Education, New Delhi.
4. Pradip N. Khandwalla (2009), *Lifelong creativity - an unending fest*, Tata Mcgraw hill, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

## CONSUMER BEHAVIOR AND CUSTOMER RELATIONSHIP MANAGEMENT

(ELECTIVE – I)

Course Code: C2021

L	P	C
4	-	4

### UNIT - I

**INTRODUCTION TO CONSUMER BEHAVIOUR:** Evolution of 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, reference groups and family influences, personal influence.

### UNIT - III

**COMMUNICATION AND CONSUMER BEHAVIOUR:** Components of communications process, designing persuasive communication and diffusion of innovations, models of buyer behavior, Howard model, Howard-Sheth model, EKB model, Webster and wind model and Sheth industrial buyer behavior model.

### UNIT - IV

**CONSUMER DECISION PROCESSES:** High and low involvement, pre-purchase processes, purchase, post purchase processes, consumption and evaluation, 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.

### UNIT - VI

**CONSUMER PROTECTION:** Consumer protection act 1986, central consumer protection council, state consumer protection councils, consumer disputes Redressal agencies, consumer disputes Redressal forum, national consumer disputes Redressal commission.

### UNIT - VII

**CUSTOMER RELATIONSHIP MANAGEMENT:** Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM programme.

### UNIT - VIII

**CUSTOMER LOYALTY:** Concept of customer loyalty, customer value assessment, customer retention strategies, CRM in services, E- CRM.

### TEXT BOOKS:

1. N. Venkat Rao, P. Naga Raju (2011), *Consumer Behaviour*, Students Helpline Publishing House Private Limited, Hyderabad.
2. Leen G. Schiffman, L. H. Kanuk (2009), *Consumer Behaviour*, Pearson Education, India.

### REFERENCE BOOKS:

1. Hawkins, Best, Coney (2009), *Consumer Behaviour Building Marketing Strategy*, Tata McGraw Hill, New Delhi.
2. Henry Assael (2009), *Consumer Behaviour*, Willey India, New Delhi.
3. Deon (2009), *Buyer Behaviour*, Oxford University Press, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(ELECTIVE – I)

Course Code: **C2022**

L	P	C
4	-	4

#### UNIT - I

**INVESTMENT:** The investment environment, classification and functions of financial markets and financial instruments. Securities markets, how securities are traded.

#### UNIT - II

**PORTFOLIO THEORY AND CAPITAL MARKET THEORY:** The returns and risks from investing, Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model, asset pricing models, the capital asset pricing model, arbitrage pricing theory.

#### UNIT - III

**FIXED INCOME SECURITIES (BOND):** Analysis, valuation and management, interest rates, measuring bond yields, bond pricing theorems, convexity, duration, passive bond management and active bond management strategies, bond immunization.

#### UNIT - IV

**EQUITY ANALYSIS VALUATION AND MANAGEMENT:** Discounted cash flow techniques, balance sheet analysis, dividend discount models, intrinsic value and market price, the P/E ratio or earnings multiplier approach, price/book value, price/sale ratio, economic value added (EVA) the passive and active strategy.

#### UNIT - V

**SECURITY ANALYSIS:** Macroeconomic analysis, industry and company analysis, technical analysis.

#### UNIT - VI

**DERIVATIVES:** Overview of derivative markets, option markets, option strategies, and option valuation, future markets, strategies and pricing, stock index futures, interest rate futures, swaps contracts.

#### UNIT - VII

**PORTFOLIO MANAGEMENT:** Mutual funds, growth of mutual funds in India, structure. Performance evaluation of mutual funds, performance measurement with changing portfolio composition.

#### UNIT - VIII

**PERFORMANCE EVALUATION OF PORTFOLIOS:** Sharpe model, Jensen's model for portfolio evaluation, evaluation of mutual fund.

#### TEXT BOOKS:

1. Donald E. Fischer, Ronald J. Jordan (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.

#### REFERENCE BOOKS:

1. Prasanna Chandra (2009), *Investment Analysis and Portfolio Management*, Tata McGraw Hill, New Delhi.
2. Tanuja (2011), *Security Analysis and Portfolio Management*, Students helpline Publishing House Private Limited, Hyderabad.
3. S. Kevin (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.
4. Bhalla. V. K (2009), *Investment Management*, S. Chand publications, New Delhi.
5. Preeti Singh (2009), *Investment Management*, Himalaya Publishers, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### RECRUITMENT AND SELECTION

(ELECTIVE – I)

Course Code: C2023

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION:** Concepts of Human resource planning - objectives and factors affecting human resource planning, significance of human resource planning, and Macro level scenario of human resource planning – process of human resource planning and benefits, problems and limitations of HRP, Planning job requirements and descriptions – Job Information, Job descriptions, Job evaluation, Skills Analysis.

#### UNIT – II

**MANPOWER PLANNING:** Anticipating Manpower needs - Manpower Inventory, Excepted Loss and Extra needs, stock taking, workforce flow mapping, Existing post or new post to be created, demand and supply forecasting, career planning and succession planning, wastage analysis, retention, redeployment and exit strategies.

#### UNIT - III

**RECRUITMENT:** Introduction to recruitment, nature and need of recruitment, how to make recruitment efforts succeed, workers expectations, proactive recruitment and reactive recruitment, electronic recruitment, innovative recruitment sources - electronic resumes, career websites, international electronic recruitment, electronic web sources.

#### UNIT – IV

**SELECTION PROCESS:** Job analysis to man specification – Job study, description and specification, the resultant of a job study, man specification and skills required. Selecting sources of recruitment – Internal recruitment sources, External recruitment sources interviewing job descriptions - Review in the applications and resumes. Planning basic questions, competency based questions, key competency category, competency based lead-ins, generic competence questions, additional types of questions, probing questions, questioning techniques to avoid.

#### UNIT – V

**HIRING METHODS:** Nature of hiring, Methods of hiring - regular, temporary, fulltime, part time, apprentice, contractual, and outsourcing. External Hiring - meaning and definition of external recruitment, sources of external hiring. Recruitment - advertisement in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications.

#### UNIT - VI

**PRE EMPLOYMENT TESTING:** Testing advantages and disadvantages, test validation, testing categories, Computer based testing, background check policy, reference check, guidelines for releasing and obtaining Information Performance Tests - Mental ability, Group discussion, mechanical ability test, personality Measurement test, role plays, Personality assessment, assessment centers, personal interview, integrity testing, Drug testing, graphology.

#### UNIT - VII

**REFERENCE CHECKING AND APPOINTMENT ORDERS:** Meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications. Verification of community certificates in public sector companies. Statutory requirements (under the shops and commercial establishments act). Contents of appointment letter, hardcopy (or softcopy), method of delivery and retrieving the acknowledgement copy medical examination & acceptance of offer for joining.

#### UNIT - VIII

**RECRUITMENT AND SELECTION PRACTICES IN INDIA AND ABROAD:** Case studies.

#### TEXT BOOKS:

1. Diane Arthur (2012), Recruiting, Interviewing, Selecting & Orienting New Employees (Recruiting, Interviewing, Selecting and Orienting New Employees), Ed. 5<sup>th</sup>, Amacom.
2. R S Davar (2013), *Personnel Management & Industrial Relations*, Vikas Publications Pvt. Ltd.

#### REFERENCE BOOKS:

1. Gareth Roberts (1997), Recruitment and selection: a competency approach Developing practice, CIPD Publishing, London.
2. Dominic Cooper, Ivan T. Robertson, Gordon Tinline (2003), Recruitment and selection: a framework for success Psychology at work, 3 edition, Cengage Learning EMEA, UK.

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### BUSINES INTELLIGENCE

(ELECTIVE – I)

Course Code: **C2024**

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION TO BUSINESS INTELLIGENCE:** The Business pressure-Responses and support model-Definition of BI -Architecture of BI - Styles of BI – vent - Driven alerts- A cyclic process of Intelligence Creation. The value of Business intelligence - Value driven and Information use - Performance metrics and key performance Indicators.

#### UNIT - II

**DATA WARE HOUSING:** Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends.

#### UNIT - III

**BUSINESS PERFORMANCE MANAGEMENT:** Overview Strategic plan, monitor, performance measurement, BPM methodologies -BPM Techniques-Performance dashboard and scorecards.

#### UNIT - IV

**DATA MINING FOR BUSINESS INTELLIGENCE:** Data mining concepts and definitions-Data mining applications - Artificial neural Networks for data mining.

#### UNIT - V

**TEXT AND WEB MINING:** Natural language processing, Text mining applications-Text mining process -tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

#### UNIT - VI

**INTRODUCTION TO MULTI-DIMENSIONAL DATA MODELING:** Introduction to data and dimension modeling, multidimensional data model, ER Modeling vs. multi-dimensional modeling, concepts of dimensions, facts, cubes, attribute, hierarchies, star and snowflake schema, introduction to business metrics and KPIs, creating cubes using Microsoft Excel.

#### UNIT - VII

**BUSINESS RULES:** The value preposition of business rules-Business rules approach-Business rule system-sources of business rules and management approach.

#### UNIT - VIII

**BUSINESS INTELLIGENCE IMPLEMENTATION:** Business Intelligence and integration implementation-connecting in BI systems-Issues of legality-Privacy and ethics -Social networking and BI.

#### TEXT BOOKS:

1. Efraim Turban et al. (2012), *"Business Intelligence"*, Ed. 2<sup>nd</sup>, Pearson Education.
2. Jiawei Han, Micheline Kamber, Jian Pei (2012), *Data Mining: Concepts and Techniques*, 3rd edition, Elsevier, United States of America.

#### REFERENCE BOOKS:

1. David Loshin (2102), *"Business Intelligence"* 2e, Elsevier
2. Amit Johri (2012), *"Business Intelligence"* Himalaya Publications
3. Rajiv Sabherwal (2012), *"Business Intelligence"* Wiley Publications
4. Carlo Vercellis (2012), *"Business Intelligence"* Wiley Publications



# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### SERVICE MARKETING

(ELECTIVE – II)

Course Code: C2025

L	P	C
4	-	4

#### UNIT - I

**UNDERSTANDING SERVICES MARKETING:** Introduction, services in the modern economy, classification of services, marketing services Vs physical services, services as a system.

#### UNIT - II

**CUSTOMER RELATIONSHIP MARKETING:** Relationship marketing, the nature of service consumption, understanding the customer needs and expectations, strategic response to the intangibility of service performances.

**SERVICES MARKET SEGMENTATIONS:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.

#### UNIT - III

**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 - IV

**PRICING STRATEGIES FOR SERVICES:** Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.

#### UNIT - V

**SERVICE PROMOTION:** Service promotion, the role of marketing communication, implication for communication strategies, setting communication objectives, marketing communication mix, external marketing, word of mouth communication, interactive marketing.

#### UNIT - VI

**PLANNING AND MANAGING SERVICE DELIVERY:** Creating delivery system in price, cyberspace and time, the physical evidence of the service space, the role of intermediaries, enhancing value by improving the quality and productivity.

#### UNIT - VII

**MARKETING PLANS FOR SERVICES:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

#### UNIT - VIII

**MANAGEMENT OF MOVEMENTS OF TRUTH:** Service deficiencies, consumer grievance recovery strategies.

#### TEXT BOOKS:

1. K. Rama Mohana Rao (2009), *Services Marketing*, Pearson Education, New Delhi.

#### REFERENCE BOOKS:

1. Valeri Zeithmal, Mary Jo Bunter (2009), *Services Marketing*, Tata McGraw Hill, New Delhi.
2. B. Sudhir, Jawahar Babu, Subrahmanyam (2010), *Services Marketing*, Studentshelpline Publishing House Private Limited, Hyderabad.
3. Christopher Lovelock (2009), *Services Marketing*, Pearson Education, New Delhi.
4. Christian Gronrose (2009), *Services Management and Marketing*, Maxwell Macmillan, New Delhi.
5. Kenneth E. Clow, David L. Kurtz (2009), *Services Marketing*, Wiley India, New Delhi.
6. S D Naidu, M C Raveendra (2010), *Marketing Management*, Students Helpline Publishing House Private Limited, Hyderabad.

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### FINANCIAL INSTITUTIONS AND MARKETS

(ELECTIVE – II)

Course Code: C2026

L	P	C
4	-	4

#### UNIT - I

**THE STRUCTURE OF FINANCIAL SYSTEM:** Equilibrium in financial markets, indicators of financial development, financial system and economic development, financial sector reforms after 1991.

#### UNIT - II

**REGULATORY AND PROMOTIONAL INSTITUTIONS:** Functions and role of RBI, monetary policy and techniques of monetary control of RBI, the role and functions of SEBI, an update on the performance on non-statutory financial organization like IFCI, IRBI, NABARD, SIDBI, & SFCs.

#### UNIT - III

**THE BANKING AND NON BANKING INSTITUTIONS:** Commercial banks, the public and private sectors structure and comparative performance, the problems of competition - interest rates, spreads, and NPAs. Bank capital adequacy norms and capital markets support, banking innovations. Co-operative banks role, Govt initiatives to strengthen the co-operative banks.

#### UNIT - IV

**NON BANKING FINANCIAL INSTITUTIONS:** Structure and functioning of unit trust of India and mutual funds. Growth of Indian mutual funds and its regulation, the role of AMFI. Insurance companies – structure and investment patterns of LIC, GIC and other insurance companies, competition, innovation, role of IRDA, challenges of insurance sector.

#### UNIT - V

**FINANCIAL MARKETS:** Structure and functions of call money market, government securities market, T - bills market, commercial bills market, commercial papers and certificate of deposits. Capital market – corporate securities and government securities, primary and secondary markets.

#### UNIT - VI

**SECURITIES MARKETS:** Introduction to securities markets, organization and structure, listing trading and settlement. SEBI and regulation of primary and secondary markets.

#### UNIT - VII

**ASSET/FUND BASED FINANCIAL SERVICES - LEASE FINANCE:** Consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing, fee-based/advisory services: stock broking, credit rating.

#### UNIT - VIII

**INVESTMENT BANKING:** Introduction, functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

#### TEXT BOOKS:

1. L. M. Bhole (2009), *Financial Institution and Markets*, Tata Mc Graw Hill, New Delhi.

#### REFERENCE BOOKS:

1. N. Venkatrao (2011), *Financial Institution and Markets*, Studentshelpline Publishing House Private Limited, Hyderabad.
2. S. M. Srivastava (2009), *Management of Financial Services- Institutions*, Himalaya Publications, New Delhi.
3. Vasant Desai (2009), *Indian Financial System*, Himalaya Publication, New Delhi.
4. H. R. MachiRaju (2009), *Indian Financial System*, Vikas Publications, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

## TRAINING AND DEVELOPMENT

(ELECTIVE – II)

Course Code: C2027

L	P	C
4	-	4

### UNIT - I

**TRAINING CONCEPTS:** Introduction – concept-Training Process-Significance –Models of Training – Systematic Model –Transitional Model-Systems approach to training.

### UNIT - II

**TRAINING IN ORGANIZATIONS:** Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process

### UNIT - III

**NEED ANALYSIS AND TRAINING DESIGN:** The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory.

### UNIT - IV

**TRAINING METHODS:** Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

### UNIT - V

**IMPLEMENTATION & EVALUATION OF TRAINING:** Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation

### UNIT - VI

**AREAS OF ORGANIZATIONAL TRAINING:** Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping

### UNIT – VII

**TRAINING FUNCTION:** HR and the Training function – Training and corporate strategy- Organization and Management of Training Function- Role and Responsibility – Challenges to Training Managers.

### UNIT - VIII

**CAREERS AND CAREER MANAGEMENT:** Concept and significance – Model Career Development (Career stages). Career Management Systems- Roles of Employees, Managers, Human Resource Managers and Company in Career Management.

### TEXT BOOKS:

1. P.Nick Blanchard, James W. Thacker, A.Anand Ram (2012) , "*Effective Training*" 4e, Pearson Publication

### REFERENCE BOOKS:

1. Anjali Ghansekar (2013), "*Training & Development*" Everest.
2. Raymond A Noe, Amitabh Deo Kodwani, (2012), "*Employee Training and Development*" Tata McGraw Hill.
3. B,Rathan Reddy (2012), "*Effective Human Resource Training & Developing Strategy*", Himalaya Publication.

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### ENTERPRISE RESOURCE PLANNING

(ELECTIVE – II)

Course Code: **C2028**

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION TO ERP:** Foundation for Understanding ERP systems-Business benefits of ERP-The challenges of implementing ERP system-ERP modules and Historical Development.

#### UNIT - II

**BUSINESS PROCESS RE-ENGINEERING (BPR):** BPR Process, clean slate Re-engineering, Technology Enabled Re-engineering, Myths regarding BPR.

#### UNIT - III

**ERP SYSTEM OPTIONS & SELECTION METHODS:** Measurement of project impact, information technology selection, ERP proposal evaluation - Project Evaluation Technique.

#### UNIT - IV

**BUSINESS INTELLIGENCE SYSTEMS:** Data Mining, Data Warehousing, On-line Analytical Processing (OLAP)

#### UNIT - V

**ERP MODULES I:** Finance, Controlling, Accounting system, Manufacturing and Production Systems.

#### UNIT - VI

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

#### UNIT - VII

**ERP IMPLEMENTATION AND MAINTENANCE:** Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to attain Success, User Training, Maintaining ERP and IS.

#### UNIT - VIII

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

#### TEXT BOOKS:

1. Mary Summer (2012), *“Enterprise Resource Planning”*, Pearson Education

#### REFERENCE BOOKS:

1. Motiwala (2009), *Enterprise Resource Systems*, Pearson Education
2. Alexis Leon (2008), *Enterprise Resource Planning*, TMH, New Delhi
3. Venugopal Rao (2009), *Enterprise Resource Planning and MIS*, Excel Publishing
4. Rajesh Ray (2012), *Enterprise Resource Planning”*, TMH, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

## RETAIL MANAGEMENT

(ELECTIVE – III)

Course Code: C2029

L	P	C
4	-	4

### UNIT - I

**INTRODUCTION:** Advent of retailing, functions of retailing, types of retailing, customer buying behavior, retailing strategy, target market and retail format, growth strategies.

### UNIT - II

**MERCHANDISING PLANNING:** Meaning of merchandize planning, sources of merchandize, category management, busying systems to stores, allocation of merchandize.

### UNIT - III

**PRICING STRATEGIES:** Retail pricing strategies, approaches for setting pricing, pricing adjustments, using price to stimulate retail sales, promoting the merchandize, implementing and advertising plan.

### UNIT - IV

**STORE MANAGEMENT:** Objectives of good store design, store layout, space planning, merchandise presentation techniques and atmospherics, consumer behavior in retail marketing, retail store location, traffic flow and analysis, layout/design.

### UNIT - V

**LOCATION STRATEGIES:** Shopping centers, freestanding sites, location and retail strategies, factors affecting the demand for a region or trade area, factors affecting the attractiveness of a site.

### UNIT - VI

**RETAILING IN INDIA:** The present Indian retail scenario, factors affecting retailing in India, region wise analysis of Indian retailing, retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

### UNIT - VII

**RETAIL PLANNING:** Strategic retail planning process, factors to be considered for retail planning. Human resource & administrative strategy, designing the organizational structure for retail firm, retail organization structures.

### UNIT - VIII

Concept of franchising evaluation of franchising, types, franchising in India.

### TEXT BOOKS:

1. Swapna Pradhan (2009), *Retail Management*, Tata Mc Graw Hill, New Delhi.

### REFERENCE BOOKS:

1. Lavy Weitz (2009), *Retailing Management*, Tata Mc Graw Hill, NewDelhi.
2. Judy Strauss, Aclcl .E, Ansary Raymond Frost (2009), *E- Marketing*, 3<sup>rd</sup> edition, Pearson Education, India.
3. S. D. Naidu, M. C. Raveendra (2010), *Marketing Management*, Students Helpline Publishing House Private Limited, Hyderabad.
4. Siva Kumar (2009), *Retailing Management*, Excel Publications, NewDelhi.
5. Fernie (2009), *Logistic and Retail Management*, Kogan Page, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### COST AND MANAGEMENT ACCOUNTING

(ELECTIVE – III)

Course Code: C2030

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION:** Management accounting vs. Cost accounting vs. financial accounting, role of accounting information in planning and control.

#### UNIT - II

**COST CONCEPTS AND MANAGERIAL USE OF CLASSIFICATION OF COSTS:** The management process and accounting cost analysis and control- direct and indirect expenses, allocation and appointment of overheads, calculation of machine hour rate. An introduction to activity based costing and life cycle costing.

#### UNIT - III

**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 - IV

**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.

#### UNIT - V

**BREAK- EVEN-ANALYSIS:** Application of BEP for various business problems. Inter firm comparison - need for inter firm comparison, types of comparisons, advantages.

#### UNIT - VI

**BUDGET:** Flexible budget, different types of budgets, sales budget, cash budget, production budget, master budget, performance budgets, material vs. purchase budgets, zero based budgeting.

#### UNIT - VII

**BUDGETARY CONTROL:** Steps in budgetary control. An introduction to cost audit and management audit.

#### UNIT - VIII

**STANDARD COSTING:** Standard cost and standard costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance, sales and profit variance.

#### TEXT BOOKS:

1. M. Y. Khan, P K. Jain (2008), *Management Accounting: Theory and Problems*, 4<sup>th</sup> edition, Tata Mcgraw Hill, New Delhi.

#### REFERENCE BOOKS:

1. Colin Drury (2009), *Management and Cost Accounting*, Cengage Learning, India.
2. Sankar Reddy (2010), *Cost and Management Accounting*, Students Helpline Publishing House Private Limited, Hyderabad.
3. Sharma, Shashi. K. Gupta (2009), *Management Accounting*, Kalyani Publications, New Delhi.
4. S. P Jain, K. L. Narang (2009), *Cost and Management Accounting*, Kalyani Publications, New Delhi, India
5. M. N. Arora (2009), *Cost Accounting*, Vikas Publications, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### PERFORMANCE MANAGEMENT

(ELECTIVE – III)

Course Code: **C2031**

L	P	C
4	-	4

#### UNIT - I

**PERFORMANCE MANAGEMENT:** Concept, objectives, scope, and emerging significance of PMS, performance management system cycle.

#### UNIT - II

**PERFORMANCE PLANNING:** Performance monitoring and coaching, performance measurement and team work, performance linked reward and development plan.

#### UNIT - III

**GOAL SETTING AND PERFORMANCE TARGETS:** Performance planning, linking individual and team goals to organizational goals.

#### UNIT - IV

**PERFORMANCE ANALYSIS:** Objectives, factors influencing performance analysis, key result areas, key performance areas, key performance indicators.

#### UNIT - V

**PERFORMANCE MEASUREMENT:** Modern methods of performance appraisal, 360 - degree appraisal, behavioral anchored rating scales (BARS), self- appraisal, assessment centers, potential appraisal, and balance score card, HR score card.

#### UNIT - VI

**ENHANCING EMPLOYEE PERFORMANCE:** Employee counseling need, process, forms of counseling, pre requisites for effective counseling, performance review counseling (PRC).

#### UNIT - VII

**ENHANCING EMPLOYEE PERFORMANCE:** Competency mapping, identification of skill gap.

#### UNIT - VIII

**ANNUAL STOCK TAKING:** Mentoring employee development, rewards and recognition, team performance.

#### TEXT BOOKS:

1. Prem Chadha (2003), *Performance Management*, Macmillan India, New Delhi.

#### REFERENCE BOOKS:

1. T. P. Surya Chandra Rao, A. S. Roopa (2011), *Performance Management*, Students helpline Publishing House Private Limited, Hyderabad.
2. Kandula (2009), *Performance Management*, Prentice Hall of India, New Delhi, India.
3. V. S. P. Rao (2006), *Human Resource Management*, 2<sup>nd</sup> edition, Excel Books, New Delhi.
4. T. V. Rao (2008), *Performance Management and Appraisal Systems*, Response Publishers, New Delhi.
5. Dinesh K. Srivastava (2005), *Strategies for performance management*, Excel Books, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

## INFORMATION SYSTEMS, CONTROL AND AUDIT

(ELECTIVE – III)

Course Code: C2032

L	P	C
4	-	4

### UNIT - I

**OVERVIEW OF INFORMATION SYSTEM AUDITING:** Effect of computers on internal controls, effects of computers on auditing, foundations of information systems auditing, conducting an information systems audit.

### UNIT - II

**THE MANAGEMENT CONTROL FRAMEWORK-I:** Introduction, evaluating the planning function, evaluating the leading function, evaluating the controlling function, systems development management controls, approaches to auditing systems development , normative models of the systems development process, evaluating the major phases in the systems development process, programming management controls, data resource management controls.

### UNIT - III

**THE MANAGEMENT CONTROL FRAMEWORK-II:** Security management controls, operations management controls quality assurance management controls.

### UNIT - IV

**THE APPLICATION CONTROL FRAMEWORK-I:** Boundary controls, input controls, communication controls.

### UNIT - V

**THE APPLICATION CONTROL FRAMEWORK-II:** Processing controls, database controls, output controls.

### UNIT - VI

**EVIDENCE COLLECTION:** Audit software, code review, test data, and code comparison, concurrent auditing techniques, interviews, questionnaires and control flowcharts. Performance management tools.

### UNIT - VII

**EVIDENCE EVALUATION:** Evaluating asset safeguarding and data integrity, evaluating system effectiveness, evaluating system efficiency. Information systems audit and management, managing the information systems audit function.

### UNIT - VIII

Case Study on information security and systems organizations.

### TEXT BOOKS:

1. Ron Weber (2009), *Information Systems Control and Audit*, Pearson Education, India.
2. James A. Hall (2008), *Information Auditing and Assurance*, Cengage Learning, New Delhi.

### REFERENCE BOOKS:

1. Davis (2007), *Information Technology Auditing*, Tata Mcgraw Hill, New Delhi.
2. S. A. Kelkar (2009), *Software Project Management*, Prentice Hall of India, New Delhi.
3. Royce (2006), *Software Project Management*, Pearson Education, New Delhi.



# VARDHAMAN COLLEGE OF ENGINEERING

## III SEMESTER

### INTERNATIONAL MARKETING

(ELECTIVE – IV)

Course Code: **C2033**

L	P	C
4	-	4

#### UNIT - I

**INTERNATIONAL MARKETING:** Scope and significance of international marketing, the strategic importance of international marketing, difference between international and domestic marketing. Need for international trade, trends in foreign trade. International market environment, business customs in international market.

#### UNIT - II

**CANALIZING AND TARGETING INTERNATIONAL MARKET OPPORTUNITIES:** Regional market characteristics, marketing in transitional economies and third world countries, international market segmentations and targeting.

#### UNIT - III

**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.

#### UNIT - IV

**INTERNATIONAL PRODUCT MANAGEMENT:** International product positioning, product saturation levels in global markets, international product life cycle, geographic expansion, strategic alternatives. New products in international marketing, product in culture, brands in international market.

#### UNIT - V

**INTERNATIONAL MARKETING CHANNELS:** Channels, distribution structures, distribution patterns, factors effecting choice of channels challenges in managing an international distribution strategy, selecting foreign country market intermediaries. The management of physical distribution of goods.

#### UNIT - VI

**PRICING AND PROMOTION FOR INTERNATIONAL MARKETS:** Environmental influences on pricing decisions, grey market goods, transfer pricing, global pricing, policy alternatives.

#### UNIT - VII

**GLOBAL PROMOTION:** Global promotional mix, advertising, personal selling and sales promotion strategies for global markets, public relations and publicity, sponsorship promotion.

#### UNIT - VIII

**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. Global trade fairs and exhibitions. Internet as a marketing tool in global marketing.

#### TEXT BOOKS:

1. Keegan (2009), *Global marketing management*, Pearson Education, India.

#### REFERENCE BOOKS:

1. Philip R. Cateora, John L. Graham (2009), *International Marketing*, Tata Mc graw Hill, New Delhi.
2. R. Aryasri, S. D Naidu (2011), *International Marketing*, Students helpline Publishing House Private Limited, Hyderabad.
3. Dana Nicoleta Lascu (2009), *International Marketing*, Wiley India, New Delhi.
4. Vasudeva (2006), *International Marketing*, Excel Publications, NewDelhi.
5. Francis cherunillum (2009), *International marketing*, Himalaya Publications, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## IV SEMESTER

### STRATEGIC INVESTMENT AND FINANCING DECISION (ELECTIVE – IV)

Course Code: **C2034**

L	P	C
4	-	4

#### UNIT - I

**INVESTMENT DECISIONS UNDER CONDITIONS OF RISK AND UNCERTAINTY:** Concepts of risk and uncertainty, risk analysis in investment decisions, risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Mont Carlo approach to simulation, investment decisions under capital constraints, capital rationing vs. portfolio, portfolio risk and diversified projects.

#### UNIT - II

**TYPES OF INVESTMENTS AND DISINVESTMENTS:** Project abandonment decisions, evidence of IRR, multiple IRR, modified IRR, pure, simple and mixed investments. Lorie savage paradox, adjusted NPV and impact of inflation on capital budgeting decisions.

#### UNIT - III

**CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES:** Discounted pay back, post payback, surplus life and surplus pay back, bail-out payback, return on investment, equivalent annual cost, and terminal value.

#### UNIT - IV

**INVESTMENT DECISIONS UNDER CAPITAL CONSTRAINTS:** Single period constraint, multi period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz simulation and hillier approaches, significance of information and data bank in project selection.

#### UNIT - V

**INTERNATIONAL CAPITAL STRUCTURE:** Leverage effect and shareholders' risk, capital structure planning and policy, financial options and value of the firm, dividend policy and value of the firm, Modigliani Millar model, Hamada model of market risk, the tradeoff models and agency costs.

#### UNIT - VI

**MERGER STRATEGY:** Theories of mergers, horizontal and conglomerate mergers, merger procedure, valuation of firm, financial impact of merger, merge and dilution, effect on earnings per share, merger and dilution effect on business control.

#### UNIT - VII

**STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS:** Lease financing, leasing vs. operating risk, barrowing vs. procuring. Hire purchase and installment decisions.

#### UNIT - VIII

**TURNAROUND STRATEGIES:** Corporate restructuring, distress restructuring strategy, sell offs, spin offs, leveraged buyouts.

#### TEXT BOOKS:

1. Van Horn J C (2009), *Financial Management and Policy*, PrenticeHall of India.

#### REFERENCE BOOKS:

1. Prasanna Chandra (2009), *Financial Management Theory and Practice*, Tata McGraw Hill, New Delhi, India.
2. V. Murali Krishna (2011), *Strategic Investment and Finance Decision*, Students helpline Publishing House Private Limited, Hyderabad.
3. M Y. Khan, P K. Jain(2008), *Financial Management Text, Problems and cases*, Tata McGraw Hill, New Delhi, India.
4. Alan Shapiro (2008), *Capital Budgeting and Investment analysis*, Pearson Education, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## IV SEMESTER

### MANAGEMENT OF INDUSTRIAL RELATIONS

(ELECTIVE – IV)

Course Code: C2035

L	P	C
4	-	4

#### UNIT - I

**INDUSTRIAL RELATIONS:** Economy and the labour force in India, approaches to industrial relations, industrial relations in comparative frames work management and employer organizations- introduction, origin and growth. Concept evaluation, background of industrial relations in India, influencing factors of IR in enterprise and the consequences.

#### UNIT - II

**TRADE UNIONS:** Introduction, definition and objectives, growth of trade unions in India trade unions act, 1926 and legal framework, union recognition, union problems, employees association -introduction ,objective membership, financial status.

#### UNIT - III

**COLLECTIVE BARGAINING:** Nature and legal frame work of collective bargaining, levels of bargaining and agreements, change in the labour, management relations in the post, liberalized India, changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security, negotiating techniques and skills, drafting of an agreement.

#### UNIT - IV

**TRIPARTISM AND SOCIAL DIALOGUE:** Types and levels of Tripartism, social dialogue and the reform process, strengthening tripartite social dialogue, role of government in industrial relations.

#### UNIT - V

**FACTORIES ACT:** Factories act 1948; Contract Labour (regulation and abolition) Act 1970, A.P shops and Establishments Act 1988.

#### UNIT - VI

**LABOR LEGISLATION-I:** Worker's compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National Wage Policy.

#### UNIT - VII

**EMPLOYEE GRIEVANCES:** Grievance handling, employee grievances, causes of grievances, conciliation, arbitration and adjudication procedural aspects for settlement of grievances, code of discipline.

#### UNIT - VIII

**INDUSTRIAL DISPUTES:** Meaning, nature and scope of industrial disputes, cases and consequences of industrial disputes, prevention and settlement of industrial disputes in India. Industrial dispute act-1947.

#### TEXT BOOKS:

1. P.R.N.Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar (2004), *Industrial Relations, Trade Unions and Labour Legislations*, Pearson Education, India.

#### REFERENCE BOOKS:

1. Shamshuddin Shaik (2011), *Management of Industrial Relations*, Students helpline Publishing House Pvt. Ltd., Hyderabad.
2. V. S. P. Rao (2002), *Human Resource Management: Text & Cases*, Anurag Jain, New Delhi.
3. R. S. Dwivedi (2002), *Managing Human Resources/Personnel Management in Indian enterprises*, Galgotia Publishing Company, New Delhi.
4. B D. Sing (2009), *Industrial Relations and Labor Laws*, Excel Books, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## IV SEMESTER

### DECISION SUPPORT SYSTEM (ELECTIVE – IV)

Course Code: **C2036**

L	P	C
4	-	4

#### UNIT - I

**MIS AND ITS ROLE IN ORGANIZATIONS:** Open systems and closed systems DSS its relation to MIS, characteristic role of DSS as different from MIS in an organization, expert DSS and its role as an aid to management decision process.

#### UNIT - II

**DETERMINISTIC MODELS:** Models required to cope with uncertainty, probabilistic models and fuzzy sets, fuzzy DSS and fuzzy expert DSS.

#### UNIT - III

**APPLICATION OF DSS:** Some functional areas of management like finance, marketing, production planning and control etc.

#### UNIT - IV

**NON-OPTIMIZING MODELS OF DSS:** Simulation techniques and Monte- Carlo methods.

#### UNIT - V

**APPLICATION OF DSS:** Technical feasibility and financial viability of DSS, advantages and limitations of DSS contemporary practices.

#### UNIT - VI

**INTRODUCTION TO ARTIFICIAL INTELLIGENCE (AI):** An overview of AI, AI technologies in business, domains in AI, neural networks.

#### UNIT - VII

**FUZZY LOGIC SYSTEMS IN BUSINESS:** Virtual Reality, Intelligent agents, expert system and its components, applications of expert system, developing expert systems, value of expert systems.

#### UNIT - VIII

Case study on how the decisions derived through artificial intelligence will augment the quality of decision support system.

#### TEXT BOOKS:

1. V.S. Janaki Raman (2009), *Decision Support System*, Prentice Hall of India, New Delhi.

#### REFERENCE BOOKS:

1. Mallah (2002), *Decision Support and Data Warehouse Systems*, Tata Mc Graw Hill, New Delhi.
2. Turbon (2010), *Decision Support Systems and Intelligent Systems*, Pearson Education, India.
3. George M Marakas (2010), *Decision Support Systems in the 21st Century*, 2<sup>nd</sup> edition, Pearson Education, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

## SALES AND DISTRIBUTION MANAGEMENT

(ELECTIVE – V)

Course Code: C2037

L	P	C
4	-	4

### UNIT - I

**INTRODUCTION:** Nature, scope and meaning of sales management , evaluation of sales management, roles, types and skills of sales managers, sales objectives, strategies and tactics, emerging trends sales management, linking sales and distribution management, psychology and selling-buying decisions, sales knowledge and sales related marketing policy's-sales process, transactional and relationship selling.

### UNIT - II

**MANAGEMENT OF SALES-I:** Strategic planning, role of marketing and sales, marketing and personal selling strategies, sales strategy, developing sales forecast, forecasting approaches, sales budget, defining sales territories, procedures for designing territories, assigning territories to people managing territories, sales quotas.

### UNIT - III

**MANAGEMENT OF SALES-II:** Concept of sales organization, types of sales organization structures, specialization within sales organization, sizing and staffing the sales force, training and motivating sales force, compensating and leading sales force, sales force expenses, marketing audit, sales force audit, evaluation of sales organization, evaluating and controlling the performance of sales force.

### UNIT - IV

**DISTRIBUTION MANAGEMENT:** Definition, need for distribution management, need for distribution channels, value addition of distribution management.

### UNIT - V

**MARKETING CHANNELS:** Channel formats, relationship of flows to service levels, channel levels, service channels, retailer as a sales man, trading /retail formats, e-tailing, wholesale functions and classification, major wholesaling decisions, distributors, dealers/stockists.

### UNIT - VI

**DESIGNING CHANNEL SYSTEMS:** Channel design factor, channel planning process, ideal channel structure, training, motivating and evaluating channel members, channel design comparison, implementation, and vertical integration.

### UNIT - VII

**CHANNEL MANAGEMENT:** Power and conflict, principles of channel management, channel information system, international sales and distribution management.

### UNIT - VIII

**SUPPLY CHAIN MANAGEMENT:** Global supply chains, supply chain management in global environment, global strategy, global purchasing, global logistics, global alliances, issues and challenges in global supply chain management.

### TEXT BOOKS:

1. Tanner (2009), *Sales Management*, Pearson Education, New Delhi, India.

### REFERENCE BOOKS:

1. Donald J. Bowersox, M. Bixby Loper (2008), *Strategic Management Marketing and channel management*, Tata Mc graw Hill, New Delhi.
2. G. Suneetha (2011), *Sales and Distribution Management*, Studentshelpline Publishing House Private Limited, Hyderabad.
3. Chunnawala (2009), *Advertising, sales and performance management*, Himalaya Publishing House, New Delhi.
4. S L. Gupta (2009), *Sales and Distribution Management*, Excel Books, NewDelhi.

# VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

## INTERNATIONAL FINANCIAL MANAGEMENT

(ELECTIVE – V)

Course Code: C2038

L	P	C
4	-	4

### UNIT - I

**INTERNATIONAL FINANCIAL MANAGEMENT:** An overview, importance, nature and scope, theories of international business, international business methods, recent changes and challenges in IFM.

### UNIT - II

**INTERNATIONAL FLOW OF FUNDS:** Balance of payments, (BOP), fundamentals of BOP, accounting components of BOP, factors affecting on international trade flows, agencies that facilitate international flows, Indian BOP trends.

### UNIT - III

**INTERNATIONAL MONETARY SYSTEM:** Evaluation, gold standard, Bretton woods system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the economic and monetary unions (EMU).

### UNIT - IV

**FOREIGN EXCHANGE MARKETS:** Function and structure of the forex markets, major participants, types of transactions, and settlement dates, foreign exchange quotations, process of arbitrage, speculation in the forward market, Currency futures and options markets.

### UNIT - V

**EURO MARKETS:** Overview of euro market, euro currency market, euro credit market, euro bond market, international stock market.

### UNIT - VI

**EXCHANGE RATES:** Measuring exchange rate movements, factors influencing exchange rates, government influence on exchange rate, exchange rate systems, managing foreign exchange risk, international arbitrage and interest rate parity, relationship between inflation and interest rates and exchange rates, purchasing power parity, international fisher effect, fisher effect.

### UNIT - VII

**LONG TERM ASSET LIABILITY MANAGEMENT:** Foreign direct investment, international capital budgeting, international capital structure and cost of capital, international portfolio management, international financing, equity, bond financing, parallel loans.

### UNIT - VIII

**SHORT TERM ASSETS AND LIABILITY MANAGEMENT:** International cash management, accounts receivables management, inventory management, payment methods of international trade, trade finance methods, export import bank of India, recent amendments in EXIM policy, regulations and guide lines.

### TEXT BOOKS:

1. P. G. Apte (2009), *International Financial Management*, Tata Mc Graw Hill, New Delhi.

### REFERENCE BOOKS:

1. Jawahar Babu (2011), *International Financial Management*, Studentshelpline Publishing House Private Limited, Hyderabad.
2. V. A. Avadhani (2008), *International Financial Management*, Himalaya Publishing House, Hyderabad.
3. Srivastava (2009), *Multinational Financial Management* ExcelPublications, Hyderabad.

# VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

## COMPENSATION AND REWARD MANAGEMENT

(ELECTIVE - V)

Course Code: C2039

L	P	C
4	-	4

### UNIT - I

**COMPENSATION:** Wage and salary policies in organization, role of HR department in wage and salary administration, payroll administration, executive remuneration components, base salary, annual bonus, long term incentives, and perquisites.

### UNIT - II

Recent trends in executive remuneration in Indian organizations and MNCs.

### UNIT - III

**COMPENSATION STRUCTURE:** Components of wage, CTC, pay scales, D.A, calculation of variable dearness allowance (DA), bonus, provident fund, gratuity, ESI, compensation in case of accidents.

### UNIT - IV

**LABOUR WELFARE:** Definition, scope, objectives, importance, origin and development.

### UNIT - V

**AGENCIES OF LABOUR WELFARE:** Government, employers, voluntary organizations, trade unions and international labour organization (ILO).

### UNIT - VI

**EMPLOYEE WELFARE PROGRAMMES:** Statutory, non- statutory, intramural and extramural, labour welfare policy, evaluation, feedback and revision.

### UNIT - VII

**SOCIAL SECURITY:** Concept, scope, social assistance and social insurance, development of social security in India.

### UNIT - VIII

**LABOUR ADMINISTRATION:** Central and state labour machinery in India, labour administration in Andhra Pradesh.

### TEXT BOOKS:

1. Richard I. Henderson (1994), *Compensation Management: Rewarding Performance*, 6<sup>th</sup> edition, Prentice Hall of India, India.

### REFERENCE BOOKS:

1. Goel (2009), *Performance appraisal and compensation management approach – a modern approach*,
2. Prentice Hall of India, New Delhi.
3. A. Santhosh Roopa (2011), *Compensation and Reward Management*, Studentshelpline Publishing House Private Limited, Hyderabad.
4. B. D. Singh (2007), *Compensation and reward system*, Excel Books, Hyderabad.
5. Marticho (2008), *Strategic compensation*, Pearson Education, India.

# VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

## DATA WAREHOUSING AND DATA MINING

(ELECTIVE – V)

Course Code: C2040

L	P	C
4	-	4

### UNIT - I

**MANAGING DATA:** Individual data management, organizational data management, components of organizational memory, evaluation of database technology.

### UNIT - II

**FILE ORIENTED SYSTEMS:** Meeting the need for random access processing information as resource, other limitations of traditional file systems, data base systems, hierarchical network model systems, relational database systems, database systems, hardware, software, data, people and relationship of the four system components.

### UNIT - III

**DATABASE SYSTEMS IN THE ORGANISATIONS:** Data sharing and data bases, sharing data between functional units, sharing data between different levels of users, sharing data between different locations, the role of the data base, strategic data base planning, the need for data base planning, the data base project, the data base development life cycle(DDLC).

### UNIT - IV

**RISKS AND COSTS OF DATABASE:** Organizational conflicts, development project failures, system failure, overhead costs, need for sophisticated personnel, separating physical and logical data representation, client / server data base architecture, three level data base architecture.

### UNIT-V

**DATA WAREHOUSING INTRODUCTION:** What is a data warehouse, who uses data warehouse, need for data warehouse, and applications of data warehouse concepts.

### UNIT-VI

**THE DATA WAREHOUSE DATA BASE:** Context of data warehouse data base, data base structures, organizing relational data warehouse, multi-dimensional data structures, choosing a structure, getting data into the data warehouse, extraction, transformation, cleaning, loading and summarization.

### UNIT-VII

**ANALYZING THE CONTEXTS OF THE DATA WAREHOUSE:** Active analysis, user queries, OLAP, OLAP software architecture, web based OLAP, general OLAP product characteristics, automated analysis, data mining, creating a decision tree, correlation and other statistical analysis, neural networks, nearest neighbor approaches, putting the results to use.

### UNIT-VIII

Case study on enterprise data base system using data warehousing OLAP.

### TEXT BOOKS:

1. George M Markas (2009), *Modern Data Warehousing, Mining and Visualization*, Pearson Education, New Delhi.

### REFERENCE BOOKS:

1. Bharat Bushan Agarwal (2009), *Data Mining and Data Ware Housing*, University Science Press, New Delhi.
2. Gary W Hansen, James V Hansen(2000), *Data Base Management and Design*, 2<sup>nd</sup> edition, Prentice Hall of India, New Delhi.
3. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom (2001), *Data Base System Implementation*, Pearson Education, India.



# VARDHAMAN COLLEGE OF ENGINEERING

## IV SEMESTER

### INTEGRATED MARKETING COMMUNICATIONS

(ELECTIVE – VI)

Course Code: C2041

L	P	C
4	-	4

#### UNIT - I

**UNDERSTANDING INTEGRATED MARKETING COMMUNICATION:** Introduction, Integrated Marketing Communication, and Integrated Marketing Communication as an Integral part of Marketing

#### UNIT - II

**UNDERSTANDING CONSUMER BEHAVIOR:** Understanding the Communication process, Communication Mix.

#### UNIT - III

**BUDGETING, OBJECTIVES AND EVALUATION OF IMC:** Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, Conducting research to measure communication effectiveness.

#### UNIT - IV

**MARKETING COMMUNICATION MIX I:** Creative Execution in Advertising, Decision in Print, and Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

#### UNIT - V

**MARKETING COMMUNICATION MIX II:** Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising.

#### UNIT - VI

**UNCONVENTIONAL PROMOTIONAL MEDIA:** Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

#### UNIT - VII

**SOCIAL ASPECTS OF ADVERTISING:** Social Aspects of Advertising and Promotion Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising.

#### UNIT - VIII

**ETHICAL ASPECTS OF ADVERTISING:** Truth in Advertising, Advertising to children, advertising controversial products, Social Aspects of Advertising.

#### TEXT BOOKS:

1. Krutishah, Alan D'Souza (2012), *Advertising and promotions on IMC Perspective*, TMH

#### REFERENCE BOOKS:

1. Jaishri Jethwaney, Shruthi Jain (2012), *Advertising Management*, Second edition Oxford.
2. George E Belch, Michael A Belch , Keyoor puravi (2013), *Advertising and Promotions An Integrated Marketing Communications perspective*, TMH.
3. Semenile , Allen, O Guinn , Kaufmann(2012), *Advetising and Promotions, An Integrated brand approach*, 6th edition, Cengage.
4. SHH Kazmi, Satish K.Batra(2011), *Advertising & Sales Promotions*, 3rd edition, Excel Books 2011.

# VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

## BANKING AND INSURANCE MANAGEMENT

(ELECTIVE – VI)

Course Code: C2042

L	P	C
4	-	4

### UNIT - I

**BASICS OF BANKING AND THE INDIAN PICTURE:** Origin of Banks, Meaning and definition of Banks, Features of a Bank, Types/kinds of banks, the history of Indian Banking Industry.

### UNIT - II

**BANKING CONTENT:** Legal Aspects of Banking Operations, Cash laws on responsibility of paying /collecting banker Indemnities /guarantees-scope and application-obligations of a banker-precautions and rights-laws relating to bill finance, LC and Deferred payment guarantees

### UNIT - III

**BANKING LAW:** Valuation of securities-modes of charging securities-lien, pledge, mortgage, hypothecation , registration of firms/companies, creation of charge and satisfaction of charge, Banking related laws, Provisions of Bankers Book Evidence Act, Special features of recovery of Debt due to banks and Financial Institutions Act, 1993, The securitization and reconstruction of Financial Assets and Enforcement of Security Interest Act,2002.

### UNIT - IV

**INTRODUCTION TO INSURANCE:** Meaning, definition, nature, functions, evolution of insurance, general principles or essentials of insurance contract, specific principles of insurance contract, miscellaneous principles.

### UNIT - V

**CLASSIFICATION OF INSURANCE:** Introduction, classification on the basis of nature of insurance, introduction to life insurance, practical aspects of life insurance, introduction to general insurance, fire insurance.

### UNIT - VI

**IRDA AND INSURANCE BUSINESS:** Introduction, brief profile of IRDA and its functioning, legal dimensions of insurance, insurance act 1938, life Insurance corporation act 1956, general insurance business (nationalization) act 1972, and Consumer Protection Act 1986.

### UNIT - VII

**SOCIAL SECURITY PROGRAMS IN DEVELOPED COUNTRIES:** Social security schemes in India implemented through LIC of India, emerging needs in India.

### UNIT - VIII

**MANAGEMENT OF INSURANCE COMPANIES:** Functions and organizations of insurers, product design, development, underwriting, claims management, insurance pricing, insurance marketing, financial management in insurance companies, reinsurance, information technology in insurance.

### TEXT BOOKS:

1. Maheshwari, S.N. and Maheshwari, S.K. (2005), Banking Law and Practice
2. Arthur Williams (2009), *Risk Management and Insurance*, McGraw Hill, NewDelhi, India.

### REFERENCE BOOKS:

1. Ram Mohan (2011), *Risk Management and Insurance*, Studentshelpline Publishing House Private Limited, Hyderabad.
2. Emmet J Vaubhan (2009), *Fundamentals of Risk and Insurance*, Wiley- India.
3. Harrington (2009), *Risk Management and Insurance*, McGraw Hill, India.
4. P. K. Gupta (2009), *Insurance and Risk Management*, Himalaya Publishing House, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

## MANAGEMENT OF CHANGE

(ELECTIVE – VI)

Course Code: C2043

L	P	C
4	-	4

### UNIT - I

**CHANGE MANAGEMENT:** Introduction , an over view of change, forces of change, types of change, change models, change programmes, change levers, change as growth, change as transformation, change as turnaround, value based change cases, a Hewlett Packard change story, managing a merger, an IBM change a story, transformational change from below and above, a McDonald's change story, responding to pressure.

### UNIT - II

**MAPPING AND DIAGNOSING CHANGE:** The role of diagramming in system investigation, a review of basic flow diagramming techniques, systems relationships systems diagramming and mapping, influence charts, multiple cause diagrams, a multidisciplinary approach, cases chipping away at Intel, nestle, Boeing.

### UNIT - III

**CHANGE DIAGNOSIS & RESISTANCE TO CHANGE:** Diagnosis models and component analysis, diagnosing readiness to change, resistance to change, factors contributing to resistance, cognitive and effective processes, recognizing resistance, managers as resisters to change, suggestions to manage resistance, cases problems at Perrier, innovations at Wipro.

### UNIT - IV

**IMPLEMENTING CHANGE:** Organization development, meaning, nature and scope of OD, dynamics of planned change, person focused and role focused OD interventions, planning OD strategy, implementing change through OD, appreciative inquiry and sense making approaches, contingency approaches to implementing change, change at DuPont, British airways swipe card debacle , implementing Tata business excellence model in Tata steel.

### UNIT - V

**LINKING VISION AND CHANGE:** Content of meaningful vision, strategies for communicating change, consolidating change, actions to consolidate to change, signs of consolidation of change, caution to be observed, cases, role of vision at mentor graphics.

### UNIT - VI

**NEGOTIATED CHANGE:** Change in the labour management relations in the post liberalized India, a review of the response of collective bargaining strategy to the challenges of globalization and the restructuring of enterprises in India, changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

### UNIT - VII

**TEAM BUILDING:** Nature and importance of teams, team vs. groups, types of teams, characteristics of virtual teams, team building life cycle, role of managers as linking pins, team building skills, perspectives on effectiveness of team working.

### UNIT - VIII

**VIRTUAL TEAMS:** High performance teams, self- managing teams, building team relationships, empowered teams, leadership on teams, managing cross cultural diversity in teams, group think as a decision making process, effective decision making techniques for teams and groups, role of change consultant, contemporary issues in managing teams.

### TEXT BOOK:

1. Robert A Paton, James McCalman (2000), *Change Management: A Guide to Effective Implementation*, 2<sup>nd</sup> edition, Response Books, New Delhi.

### REFERENCE BOOKS:

1. A Santhosh Roopa (2011), *Management of Change*, Studentshelpline Publishing House Private Limited, Hyderabad.
2. Mirza S. Saiyadan (2003), *Organisational Behaviour*, Tata Mcgraw Hill, New Delhi.
3. Sethi (2009), *Orgnisational Transformation through Business Process Reengineering*, Pearson Education, India.
4. S. Ramnarayan, TV Rao, Kuldeep Singh (2003), *Organization Development*, Response Books, New Delhi.
5. Joseph W. Weiss(2001), *Organisational Behaviour and Change Managing Diversity, cross cultural dynamics and ethics*, 2<sup>nd</sup> edition, Thomson Learning, New Delhi.

# VARDHAMAN COLLEGE OF ENGINEERING

## IV SEMESTER

### E - COMMERCE

(ELECTIVE – VI)

Course Code: C2044

L	P	C
4	-	4

#### UNIT - I

**INTRODUCTION TO E-COMMERCE:** Framework, architecture, benefits and impact of e-commerce, the anatomy of e-commerce applications, e-commerce consumer applications, e-commerce organization applications, e-commerce in India, prospects of e-commerce.

#### UNIT - II

**NETWORK INFRASTRUCTURE FOR E-COMMERCE:** Intranet, extranet, internet backbone in India, ISP and services in India, OSI model, standards and overview of TCP/IP, internet security, ecommerce and internet.

#### UNIT - III

**E-COMMERCE MODELS:** Business to business hubs, market places, business-to-business exchange, business to consumer, consumer to consumer, business to government, government to government.

#### UNIT - IV

**E - ADVERTISING AND MARKETING:** The new age of information based marketing, emergence of internet as a competitive advertising media, market research, weakness in internet advertising, e- advertising and marketing in India.

#### UNIT - V

**ELECTRONIC PAYMENT SYSTEMS:** Introduction to payment systems, on-line payment systems, pre- paid e-payment system, postpaid e-payment system, and requirements metrics of a payment system.

#### UNIT - VI

**ELECTRONIC DATA EXCHANGE (EDI):** Definitions and applications, standardization and EDI, EDI legal security and privacy issues, advantages and limitations of EDI.

#### UNIT - VII

**E-SECURITY:** Securing the business on Internet, security policy, procedures and practices, transaction security, cryptology, digital signatures, security protocols for web commerce, e- CRM, CRM, what is e-CRM and its applications?

#### UNIT - VIII

Case study on electronic data exchange, electronic payment systems.

#### TEXT BOOKS:

1. Kenneth C. Laudon (2009), *E-commerce*, Pearson Education, New Delhi, India.

#### REFERENCE BOOKS:

1. Jeffrey F. Rayport, Bernard J. Jaworski (2003), *Introduction to E-commerce*, Tata Mc Graw Hill, New Delhi.
2. Kamallesh K. Bajaj, Debjani Nag (2009), *E-Commerce, the Cutting Edge of Business*, Tata Mc Graw Hill, New Delhi.
3. P. T. Joseph (2009), *E-Commerce*, Prentice Hall of India, New Delhi.
4. Gary P. Schneider (2009), *E Commerce*, Cengage Learning, New Delhi.

Course Code: C2045

L T P C

- - 12 16

**1. OBJECTIVE:**

The main objective of the Project Work is for the students to learn and experience all the major phases and processes involved in solving “real life Management problems”.

**2. EXPECTED OUTCOME:**

The major outcome of the MBA project must be well-trained students. More specifically students must have acquired:

- System integration skills
- Documentation skills
- Project management skills
- Problem solving skills

**3. PROJECT SELECTION:**

Projects are suggested by the faculty, with or without collaboration with an industry. All faculty are to suggest projects. Students are also encouraged to give project proposals after identifying a faculty who would be willing to supervise the work. A Project brief is to be given by the faculty to the group defining the project comprehensively.

All MBA major projects are to be done in the Institute. For industry specified projects, students will be permitted to spend 1-2 weeks in the industry on recommendation by the supervisor. The number of students per batch should be 1.

**4. WHO WILL EVALUATE?**

The end semester examination shall be based on the report submitted and a viva-voce exam for 150 marks by committee comprising of the Head of the Department, project supervisor and an external examiner.

**5. EVALUATION:**

The basic purpose is to assess the student competencies with regard to his project work. More specifically to assess the student’s individual contribution to the project, to establish the level of understanding of basic theoretical knowledge relevant to the project and to ensure that the student has good understanding and appreciation of design and development decisions taken in the course of the project. It is desirable that all faculty members are present for the evaluations as this is a platform to get to know the student projects and to motivate the students to do good projects. The faculty should adopt a clear and consistent pattern of asking questions from general to specific aspects of the project. The presentation and evaluation is open to other students of the department.

The project work shall be evaluated for 200 marks out of which 50 marks for internal evaluation and 150 marks for end-semester evaluation. The evaluation shall be done on the following basis

Preliminary Evaluation - 25 marks	Secondary Evaluation II - 25 marks
Final Evaluation - 150 marks	

**6. GUIDELINES FOR THE PREPARATION OF MCA PROJECT REPORTS**

- 1.1 Project reports should be typed neatly only on one side of the paper with 1.5 or double line spacing on a A4 size bond paper (210 x 297 mm). The margins should be: Left - 1.25", Right - 1", Top and Bottom - 0.75".
- 1.2 The total number of reports to be prepared are:
  - One copy to the department
  - One copy to the concerned guide(s)

- One copy to the candidate.

1.3 Before taking the final printout, the approval of the concerned guide(s) is mandatory and suggested corrections, if any, must be incorporated.

1.4 For making copies dry tone Xerox is suggested.

1.5 Every copy of the report must contain

- Inner title page (White)
- Outer title page with a plastic cover
- Certificate in the format enclosed both from the college and the organization where the project is carried out.
- An abstract (synopsis) not exceeding 100 words, indicating salient features of the work.

6.6. The organization of the report should be as follows:

1.	Inner title page	
2.	Abstract or Synopsis	
3.	Acknowledgments	Usually numbered in roman
4.	Table of Contents	
5.	List of table & figures (optional)	

6.7 Chapters (to be numbered) containing Introduction, which usually specifies the scope of work and its importance and relation to previous work and the present developments, Main body of the report divided appropriately into chapters, sections and subsections.

- The chapters, sections and subsections may be numbered in the decimal form for e.g. Chapter 2, sections as 2.1, 2.2 etc., and subsections as 2.2.3, 2.5.1 etc.
- The report should be typed in "MS-Word" file with "calibri" font. The chapter must be left or right justified (font size 16). Followed by the title of chapter centered (font size 18), section/subsection numbers along with their headings must be left justified with section number and its heading in font size 16 and subsection and its heading in font size 14. The body or the text of the report should have font size 11.
- The figures and tables must be numbered chapter wise for e.g.: Fig. 2.1 Block diagram of a serial binary adder, Table 3.1 Primitive flow table, etc.
- The last chapter should contain the summary of the work carried, contributions if any, their utility along with the scope for further work.

6.8. **Reference OR Bibliography:** The references should be **numbered serially** in the order of their occurrence in the text and their numbers should be indicated within square brackets for e.g. [3]. The section on references should list them in serial order in the following format.

1. For textbooks - A.V. Oppenheim and R.W. Schafer, Digital Signal Processing, Englewood, N.J., Prentice Hall, 3 Edition, 1975.
2. For papers - Devid, Insulation design to combat pollution problem, Proc of IEEE, PAS, Vol 71, Aug 1981, pp1901-1907.

6.9. Only SI units are to be used in the report. Important equations must be numbered in decimal form for e.g.  $V = IZ$ .....(3.2)

6.10. All equation numbers should be right justified.

6.11. The project report should be brief and include descriptions of work carried out by others only to the minimum extent necessary. Verbatim reproduction of material available elsewhere should be strictly avoided. Where short excerpts from published work are desired to be included, they should be within quotation marks appropriately referenced.

6.12. Proper attention is to be paid not only to the technical contents but also to the organization of the report and clarity of the expression. Due care should be taken to avoid spelling and typing errors. The student should note that report-write-up forms the important component in the overall evaluation of the project

6.13. Hardware projects must include: the component layout, complete circuit with the component list containing the name of the component, numbers used, etc. and the main component data

sheets as Appendix. At the time of report submissions, the students must hand over a copy of these details to the project coordinator and see that they are entered in proper registers maintained in the department.

- 6.14. Software projects must include a virus free disc, containing the software developed by them along with the read me file. Read me file should contain the details of the variables used, salient features of the software and procedure of using them: compiling procedure, details of the computer hardware/software requirements to run the same, etc. If the developed software uses any public domain software downloaded from some site, then the address of the site along with the module name etc. must be included on a separate sheet. It must be properly acknowledged in the acknowledgments.
- 6.15. Sponsored Projects must also satisfy the above requirements along with statement of accounts, bills for the same duly attested by the concerned guides to process further, They must also produce NOC from the concerned guide before taking the internal viva examination.
- 6.16. The reports submitted to the department/guide(s) must be hard bounded, with a plastic covering.
- 6.17. Separator sheets, used if any, between chapters, should be of thin paper

## **VARDHAMAN COLLEGE OF ENGINEERING**

**(Autonomous)**

Shamshabad – 501 218, Hyderabad

Department of .....

### **CERTIFICATE**

Certified that the project work entitled ..... carried out by Mr./Ms. ...., Roll Number ....., a bonafide student of..... in partial fulfillment for the award of **Master of Business Administration** in ..... of the Jawaharlal Nehru Technological University, Hyderabad during the year ..... It is certified that all corrections / suggestions indicated for Internal Assessment have been incorporated in the Report deposited in the departmental library. The project report has been approved as it satisfies the academic requirements in respect of Project work prescribed for the said Degree.

**Name & Signature of the Guide  
Principal**

**Name Signature of the HOD**

**Signature of the**

#### **External Viva**

Name of the examiners

- 1.
- 2.

Signature with date

## Certificate issued at the Organization where the project was carried out

(On a separate sheet, If applicable)

NAME OF THE INDUSTRY / ORGANIZATION, Address with pin code

### CERTIFICATE

Certified that the project work entitled ..... carried out by  
Mr./Ms . ....., Roll Number....., a bonafide student of  
.....in partial fulfillment for the award of **Master of Business  
Administration** in ..... of the Jawaharlal Nehru Technological  
University, Hyderabad during the year ..... It is certified that, he/she has completed the project  
satisfactorily

Name & Signature of the Guide

Name & Signature of the Head of Organization

#### 7. DISTRIBUTION OF MARKS FOR MBA DISSERTATION EVALUATION

S No.	Particulars	Max. Marks
1	Relevance of the subject in the present context	10
2	Literature Survey	10
3	Problem formulation	20
4	Experimental observation / theoretical modeling	10
5	Results – Presentation & Discussion	20
6	Conclusions and scope for future work	10
7	Overall presentation of the Thesis / Oral presentation	40
8	Project Report Writing	30
<b>Total Marks</b>		<b>150</b>



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

	<b>Nature of Malpractices/Improper conduct</b>	<b>Punishment</b>
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already

	organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.  Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

## Frequently asked Questions and Answers about autonomy

- 1. Who grants Autonomy? UGC, Govt., AICTE or University**

In case of Colleges affiliated to a university and where statutes for grant of autonomy are ready, it is the respective University that finally grants autonomy.
- 2. Shall VCE award its own Degrees?**

No. Degree will be awarded by Jawaharlal Nehru Technological University, Hyderabad with a mention of the name Vardhaman College of Engineering on the Degree Certificate.
- 3. What is the difference between a Deemed University and an Autonomy College?**

A Deemed University is fully autonomous to the extent of awarding its own Degree. A Deemed University is usually a Non-Affiliating version of a University and has similar responsibilities like any University. An Autonomous College enjoys Academic Autonomy alone. The University to which an autonomous college is affiliated will have checks on the performance of the autonomous college.
- 4. How will the Foreign Universities or other stake – holders know that we are an Autonomous College?**

Autonomous status, once declared, shall be accepted by all the stake holders. Foreign Universities and Indian Industries will know our status through our college website.
- 5. What is the change of Status for Students and Teachers if we become Autonomous?**

An autonomous college carries a prestigious image. Autonomy is actually earned out of continued past efforts on academic performances, capability of self-governance and the kind of quality education we offer.
- 6. Who will check whether the academic standard is maintained / improved after Autonomy? How will it be checked?**

There is a built in mechanism in the autonomous working for this purpose. An Internal Committee called Academic Programme Evaluation Committee is a Non – Statutory body, which will keep a watch on the academics and keep its reports and recommendations every year. In addition to Academic Council, the highest academic body also supervises the academic matters. At the end of three years, there is an external inspection by the University for this purpose. The standards of our question papers, the regularity of academic calendar, attendance of students, speed and transparency of result declaration and such other parameters are involved in this process.
- 7. Will the students of VCE as an Autonomous College qualify for University Medals and Prizes for academic excellence?**

No. VCE has instituted its own awards, medals, etc. for the academic performance of the students. However for all other events like sports, cultural and co-curricular organized by the University the students shall qualify.
- 8. Can VCE have its own Convocation?**

No, since the University awards the Degree the Convocation will be that of the University.
- 9. Can VCE give a provisional degree certificate?**

Since the examinations are conducted by VCE and the results are also declared by VCE, the college sends a list of successful candidates with their final percentage of marks to the University. Therefore with the prior permission of the University the college will be entitled to give the provisional certificate.
- 10. Will Academic Autonomy make a positive impact on the Placements or Employability?**

Certainly. The number of students qualifying for placement interviews is expected to improve, due to rigorous and repetitive classroom teaching and continuous assessment, besides the autonomous status is more responsive to the needs of the industry. As a result, there will be a lot of scope for industry oriented skill development built-in into the system. The graduates from an autonomous college will therefore represent better employability.
- 11. What is the proportion of Internal and External Assessment as an Autonomous College?**

Presently, it is 25 % for internal assessment and 75 % for external assessment. As the autonomy matures the internal assessment component shall be increased cost of external assessment.

- 12. Will there be any Revaluation or Re-Examination System?**  
No. There will not be any Revaluation system or Re-examination. But, there is a personal verification of the answer scripts.
- 13. How fast Syllabi can be and should be changed?**  
Autonomy allows us the freedom to change the syllabi as often as we need.
- 14. Will the Degree be awarded on the basis of only final year performance?**  
No. The percentage of marks will reflect the average performance of all the semesters put together.
- 15. Who takes Decisions on Academic matters?**  
The Academic Council of College is the top academic body and is responsible for all the academic decisions. Many decisions are also taken at the lower level like the BOS which are like Boards of Studies of the University.
- 16. What is the role of Examination committee?**  
The Exam Committee is responsible for the smooth conduct of inter and external examinations. All matters involving the conduct of examinations, spot valuations, tabulations, preparation of Memorandum of Marks etc fall within the duties of the Examination Committee.
- 17. Is there any mechanism for Grievance Redressal?**  
Yes, the college has grievance redressal committee, headed by a senior faculty member of the college.
- 18. How many attempts are permitted for obtaining a Degree?**  
All such matters are defined in Rules & Regulations.
- 19. Who declares the result?**  
The result declaration process is also defined. After tabulation work the entire result is reviewed by the Moderation Committee. Any unusual deviations or gross level discrepancies are deliberated and removed. The entire result is discussed in the College Academic Council for its approval. The result is then declared on the college notice boards as well put on the web site of the college. It is eventually sent to the University.
- 20. What is our relationship with the Jawaharlal Nehru Technological University, Hyderabad?**  
We remain an affiliated college of the Jawaharlal Nehru Technological University, Hyderabad. The University has the right to nominate its members on the academic bodies of the college.
- 21. Shall we require University approval if we want to start any New Courses?**  
Yes, It is expected that approvals or such other matters from an autonomous college will receive priority.
- 22. Shall we get autonomy for PG and Doctoral Programmes also?**  
Yes, presently our PG programmes are also enjoying autonomous status.
- 23. How many exams will be there as an autonomous college?**  
This is defined in the Rules & Regulations.