

VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

Affiliated to JNTUH, Approved by AICTE, Accredited by NAAC and ISO 9001:2015 Certified
Shamshabad - 501 218, Hyderabad, Telangana State, India.
www.vardhaman.org

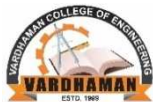
MASTER OF BUSINESS ADMINISTRATION

ACADEMIC REGULATIONS

CHOICE BASED CREDIT SYSTEM

(For batches admitted from the Academic Year 2018 - 2019)

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.



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PRELIMINARY DEFINITIONS AND NOMENCLATURES

- ❖ “Autonomous Institution / College” means an institution / college designated as autonomous institute / college by University Grants Commission (UGC), as per the UGC Autonomous College Statutes.
- ❖ “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” means Jawaharlal Nehru Technological University Hyderabad.
- ❖ “College” means Vardhaman College of Engineering, Hyderabad unless indicated otherwise by the context.
- ❖ “Program” means:
 - Master of Business Administration Degree program
 - 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 C4003 Managerial Economics, means a theory or practical subject, identified by its course-number and course-title, which is normally studied in a semester. The description of allocation of course code is mentioned in the table 1.

Table 1: Course Code Description

First Digit	Second Digit	Third Digit	Fourth and Fifth Digit
Indicates Program	Indicates Regulation	Indicates Department	Indicates Course Number
A : B. Tech. B : M. Tech. C : MBA	1 : R11 2 : R14 3 : R15 4 : R18	0 : MBA 1 : Other	01 02

- ❖ T – Tutorial, P – Practical, , L - Theory, C - Credits

FOREWORD

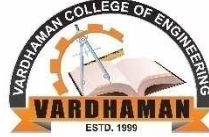
The autonomy conferred on Vardhaman College of Engineering by UGC based on its performance as well as future commitment and competency to impart quality education. It is a mark of its ability to function independently in accordance with the norms set by the monitoring bodies like UGC and AICTE. It reflects the confidence of the UGC 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 and management education. As a follow up, statutory bodies like Academic Council and Board of Studies are constituted under the guidance of the Governing Body of the College and recommendations of the JNTUH to frame the regulations, course structure and syllabi under autonomous status.

The autonomous regulations, course structure and syllabi have been prepared after a 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 quality management graduates for the society.

All the faculty, parents and students are requested to go through all the rules and regulations carefully. Any clarifications, if 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 stake holders is sought for the successful implementation of the autonomous system in the larger interests of the college and brighter prospects of management graduates.

PRINCIPAL



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Institute Vision:

- ❖ To be a pioneer institute and leader in engineering education to address societal needs through education and practice.

Institute Mission:

- ❖ To adopt innovative student centric learning methods.
- ❖ To enhance professional and entrepreneurial skills through industry institute interaction.
- ❖ To train the students to meet dynamic needs of the society.
- ❖ To promote research and continuing education.

Quality Policy:

- ❖ We at Vardhaman College of Engineering, endeavour to uphold excellence in all spheres by adopting best practices in effort and effect.

Department Vision:

- ❖ To be an outstanding source that serve as the vital platform to foster a student competent and dynamic to industrial needs.
- ❖ Further department strives to formulate a tenacious research and teaching atmosphere that responds dynamically to the contemporary issues and obtain managerial solutions.

Department Mission:

- ❖ Mentor the students to transform and advance in managerial and administrative practices, entrepreneurial skills through brainstorming, cases studies and research work that augment organization performance.



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ACADEMIC REGULATIONS

MBA Regular Two Year Post-Graduate Programme (For the batches admitted from the Academic Year 2018–2019)

For pursuing two year PG program of study in Master of Business Administration (MBA) offered by Vardhaman College of Engineering and herein after Vardhaman College of Engineering is referred to as VCE.

1. APPLICABILITY

All the rules specified herein, approved by the Academic Council, will be in force and applicable to students admitted from the academic year 2018-2019 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 Principal, Vardhaman College of Engineering shall be the Chairman, Academic Council.

3. PROGRAMS OFFERED

Vardhaman College of Engineering, an autonomous college affiliated to JNTUH, offers MBA programme of study leading to the award of MBA degree under the autonomous scheme.

S. No	MBA Courses	Offering Department	Intake
1	Master of Business Administration	MBA	60

4. ADMISSION

Admission into first year of two Year 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 Telangana State Council of Higher Education TSCHE, Government of Telangana.

Admissions shall be made based on the rank secured in ICET examination conducted by Telangana 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 Telangana from time to time.

4.2. Admission Procedure:

Admissions are made into the first year of two year MBA program as per the stipulations of Telangana State Council of Higher Education (TSCHE), Government of Telangana.

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

(b) Category - B seats are filled by the Management.

5. MEDIUM OF INSTRUCTION

The medium of instruction and examination is English for all the courses.

6. DURATION OF THE PROGRAMS

6.1 Normal Duration

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

6.2 Maximum Duration

6.2.1 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.

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

7. SEMESTER STRUCTURE

The College shall follow semester pattern. Each semester shall be of 21 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 including Examinations. The academic calendar is shown in Table 2 is declared at the start of the semester. The duration for each semester shall be a minimum of 16 weeks of instruction.

Table 2: Academic Calendar

I Year I Semester (21 weeks)	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation & Practical Examinations		1 week
	External Examinations		2 weeks
Semester Break			2 weeks
I Year II Semester (21 weeks)	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation & Practical Examinations		1 week
	External Examinations		2 weeks
Summer Vacation			4 weeks
II Year I Semester (21 Weeks)	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation		1 week
	External Examinations		2 weeks
Semester Break			2 weeks
II Year II Semester (21 weeks)	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation		1 week
	External Examinations		2 weeks

8. CHOICE BASED CREDIT SYSTEM

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

- 8.1 The duration of each semester will normally be 21 weeks with 6 days a week. A working day shall have 6 periods each of 60 minutes duration.
- 1 credit per lecture period/tutorial per week
 - 1.5 credits for three period hours of Business communication Lab, IT for Managers, Personal effectiveness seminar, Industry analysis and report presentation
 - 2 credits for summer internship
 - 1 credit for comprehensive Viva-voce
 - 1 credit for pre-submission of project work
 - 4 credits for project work
- 8.2 The two year curriculum of any MBA of study shall have total of 102 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.

9. COURSE REGISTRATION

- 9.1. A 'faculty advisor or counsellor' shall be assigned to a group of 10 students, who will advise student about the Post graduate program, its course structure and curriculum, choice/option for subjects/courses, based on their competence, progress, pre-requisites and interest.
- 9.2. The college Exam cell invites 'registration forms' from students before the beginning of the semester through 'on-line registration', ensuring 'date and time stamping'. The on-line registration requests for any 'current semester' shall be completed before the commencement of SEEs (Semester End Examinations) of the 'preceding semester'.
- 9.3. A student can apply for on-line registration, only after obtaining the 'written approval' from faculty advisor/counsellor, which should be submitted to the Examination section through the Head of the Department. A copy of it shall be retained with Head of the Department, faculty advisor/counsellor and the student.
- 9.4. If the student submits ambiguous choices or multiple options or erroneous entries during on-line registration for the subject(s)/course(s) under a given/specified course group/category as listed in the course structure, only the first mentioned subject/ course in that category will be taken into consideration.
- 9.5. Subject/course options exercised through on-line registration are final and cannot be changed or inter-changed; further, alternate choices also will not be considered. However, if the subject/course that has already been listed for registration by the Head of the Department in a semester could not be offered due to any unforeseen or unexpected reasons, then the student shall be allowed to have alternate choice either for a new subject (subject to offering of such a subject), or for another existing subject (subject to availability of seats). Such alternate arrangements will be made by the head of the department, with due notification and time-framed schedule, within the first week after the commencement of class-work for that semester.
- 9.6. Open electives: The students have to choose one open elective each during II year I & II semesters from the list of open electives given.
- 9.7. Professional Electives: The students have to choose Professional electives I,II&III in II year I semester, Professional electives IV,V &VI in II year II semester from the list of professional electives given.

10. EVALUATION - DISTRIBUTION AND WEIGHTAGE OF MARKS

The performance of a student in each semester shall be evaluated subject- wise (irrespective of credits assigned) for a maximum of 100 marks. The MBA project work will be evaluated for 200 marks. (100 marks for Pre submission of project work and 100 marks for Project work)

- 10.1.** For the theory subjects 70 marks shall be awarded for the performance in the Semester End Examination (SEE) and 30 marks shall be awarded for Continuous Internal Evaluation (CIE). The Final marks of Continuous Internal Evaluation is calculated based on 75% of best Marks and 25% of least marks secured in the two Mid-Term Examinations conducted. First Mid-Term examinations will be conducted in the middle of the Semester and second Mid-Term examinations during the last week of instruction. Each Mid-Term Examination shall be conducted for a total duration of 90 minutes. The question paper consist of 5 questions out of which 3 questions are to be answered, each question carrying 10 marks for a total of 30 marks. The details of the Question Paper pattern for Semester End Examination (Theory) are given below:

The Semester End Examination will be conducted for 70 marks. It consists of two parts.

- i. Part A for 20 marks,
- ii. Part B for 50 marks.

Part A is compulsory and consists of 5 questions, one from each unit and carrying 4 marks each. Part B consists of 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.

The question paper shall be set externally and valued both internally and externally. If the difference between both the valuations is less than 15 marks, the average marks of the two valuations shall be awarded as final marks, otherwise third valuation will be conducted and the average marks of the best two valuations shall be awarded as final marks.

- 10.2. For practical subjects and Industry Analysis and Report Presentation, 70 marks shall be awarded for performance in the Semester End Examinations and 30 marks shall be awarded for day-to-day performance as Internal Marks.
- 10.3. For conducting laboratory end examinations of PG Program, one internal examiner and one external examiner are to be appointed by the Principal of the College and this is to be informed to the Controller of Examinations within two weeks, before commencement of the lab end examinations. The external examiner should be selected from outside the College.
- 10.4. Personal Effective Seminar has to be evaluated internally for 100 marks. The candidate has to secure a minimum of 50% marks in Personal Effective Seminar.
- 10.5. There shall be a summer internship after I Year II Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department. Summer internship Report is evaluated for 100 marks in II year I semester. The report has to be evaluated by the Head, Supervisor/ mentor and a senior faculty of the department. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted.
- 10.6. Comprehensive Viva-Voce will be conducted at the end of II Year II Semester by an External Expert appointed by the Principal for evaluation of 100 Marks. The candidate has to secure a minimum of 50% marks in Comprehensive Viva-Voce.
- 10.7. Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.
- 10.8. A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 10.9. A candidate has to present in Project Work Review I, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the Project Work Review Committee (PRC) for approval within four weeks from the commencement of Second year Second Semester. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 10.10. If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 10.11.** A candidate shall submit his project progress report in two stages one in II year II semester middle and final one before at the end of II year II Semester.

- 10.12.** The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project Thesis with the approval of PRC not earlier than 20 weeks from the date of approval of the project work. For the approval of PRC the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC.
- 10.13.** The Pre-submission of project carries 100 internal marks. Evaluation should be done by the PRC for 50 marks and the Supervisor will evaluate it for the other 50 marks. The PRC will examine the overall progress of the Project Work and decide whether or not the Project is eligible for final submission. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the required minimum marks, he has to reappear for Pre-submission of project as and when conducted. For Project Work (Viva Voce) in II Year II Sem. there are external marks of 100 and it is evaluated by the external examiner. The candidate has to secure a minimum of 50% marks in Project Evaluation (Viva-Voce) examination.
- 10.14.** After approval from the PRC, a soft copy of the thesis should be submitted for ANTIPLAGIARISM check and the plagiarism report should be submitted to the COE and to be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than 30%. If the similarity index has more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis after two weeks. The maximum number of re-submissions of thesis after plagiarism check is limited to THREE. After three attempts, the admission is liable to be cancelled. The departments HODs are advised to make plagiarism check of every soft copy of theses before submissions.
- 10.15.** Three copies of the Project Thesis certified by the supervisor shall be submitted to the department
- 10.16.** The thesis shall be adjudicated by an external examiner selected by the Principal. For this, the department HOD shall submit a panel of three examiners from among the list of experts in the relevant specialization as submitted by the supervisor concerned.
- 10.17.** If the report of the external examiner is unsatisfactory, the candidate shall revise and resubmit the Thesis. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. Subsequent actions for such dissertations may be considered, only on the specific recommendations of the external examiner and /or Project work Review Committee. No further correspondence in this matter will be entertained, if there is no specific recommendation for resubmission.
- 10.18.** If the report of the examiner is satisfactory, the Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination. The Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The candidate has to secure a minimum of 50% of marks in Project Work(Viva-Voce) examination.
- 10.19.** If he fails to fulfill the requirements as specified above, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree, unless he is asked to revise and resubmit his project work by the board within a specified time period . The Project Viva-Voce External examination marks must be submitted to the Exam cell on the day of the examination.
- 10.20.** 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.
- 10.21.** 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.
- 10.22.** Audit course examination will be conducted at the end of the semester through open book system and evaluated internally.

11. ATTENDANCE REQUIREMENTS TO APPEAR FOR THE SEMESTER-END EXAMINATION

- 11.1.** 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.
- 11.2.** Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Council.
- 11.3.** Shortage of attendance below 65% in aggregate shall in no case be condoned.
- 11.4.** 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.
- 11.5.** 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.
- 11.6.** A stipulated fee shall be payable towards condonation of shortage of attendance to the College.
- 11.7.** 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 Telangana norms in vogue.

12. ACADEMIC REQUIREMENTS FOR PROMOTION / COMPLETION OF REGULAR M.TECH 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 Personal effectiveness seminar, Industry Analysis and Report Presentation, Summer Internship, Comprehensive viva-voce a student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted to each of them if he secures not less than **50%** of marks.
- iii.** In case of Pre-submission of project and project work, a student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted if he secures not less than **50%** of marks.
- iv.** A student shall register for all the **102** credits and earn all the **102** credits. Grades obtained in all the **102** credits shall be considered for the award of the class based on aggregate of grades (CGPA).
- v.** 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.

13. 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, if it is scheduled.

14. REVALUATION

Students shall be permitted to apply for revaluation (Only for theory courses) after the declaration of semester end examination results within due dates by paying prescribed fee. After revaluation if there is any betterment in the grade then improved grade will be considered. Otherwise old grade shall be retained.

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 up to 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 fulfils 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

After a student has satisfied the requirement prescribed for the completion of the Program and is eligible for the award of MBA Degree, he shall be placed in one of the following four classes shown in Table 3:

Table 3: Declaration of Class based on CGPA (Cumulative Grade Point Average)

Class Awarded	Grades to be Secured	From the aggregate marks secured from 102 Credits
First Class with Distinction	≥ 7.75 CGPA	
First Class	$=6.75$ to <7.75 CGPA	
Pass Class	$=6.0$ to <6.75 CGPA	
Fail	Below 6.0 CGPA	

17.3. Letter Grade and Grade Point

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 Pass Class, as mentioned in Table 4.

Table 4: Percentage Equivalence of Grade Points (For a 10-Point Scale)

Grade	Grade Points (GP)	Percentage of Marks
O	10	≥ 90
A+	9	≥ 80 and <90
A	8	≥70 and < 80
B+	7	≥ 60 and <70
B	6	≥ 50 and <60
F	0	Below 50
AB	0	ABSENT

To calculate the final percentage of marks equivalent to the computed CGPA, the following formula may be used.

$$\text{Percentage of marks} = (\text{CGPA} - 0.5) \times 10$$

Semester Grade Point Average (SGPA)

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA (S}_i\text{)} = \frac{\sum (\text{C}_i \times \text{G}_i)}{\sum \text{C}_i}$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by student in the i^{th} course.

Cumulative Grade Point Average (CGPA)

The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.

$$\text{CGPA} = \frac{\sum (\text{C}_i \times \text{S}_i)}{\sum \text{C}_j}$$

Where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester. C_j is the total number of credits of entire program.

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

21.1. For each program being offered by the Institute, a Board of Studies (BOS) is constituted in accordance with AICTE / UGC / JNTUH statutes.

21.2. 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 indiscipline 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 JNTUH 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.

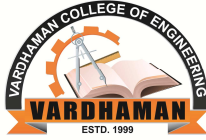
MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the student:</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 student 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 student orally or by any other body language methods or communicates through cell phones with any student 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 students 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 student is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student 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 student is to be cancelled and sent to the University.
3.	Impersonates any other student in connection with the examination.	The student who has impersonated shall be expelled from examination hall. The student is also debarred and forfeits the seat. The performance of the original student, 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 student is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the student 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 student 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 student is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the student 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	Cancellation of the performance in that subject.

	marks.	
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 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.	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 student(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The students 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 student 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 student is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the student 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 student 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 student is also debarred and forfeits the seat.
9.	If student of the college, who is not a student 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 student 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 student 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 student 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 student 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.	
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VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

Affiliated to JNTUH, Approved by AICTE, Accredited by NAAC and ISO 9001:2008 Certified
Shamshabad - 501 218, Hyderabad, Telangana State, India.

www.vardhaman.org

MASTER OF BUSINESS ADMINISTRATION (MBA)

ACADEMIC REGULATIONS (VCE-R18) COURSE STRUCTURE AND SYLLABI

CHOICE BASED CREDIT SYSTEM

VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

SYLLABUS

MBA - MASTER OF BUSINESS ADMINISTRATION



REGULATIONS: VCE-18

I SEMESTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C4001	Management & organizational behavior	4+0	0	4	30	70	100
C4002	Statistics for Management	3+1	0	4	30	70	100
C4003	Managerial Economics	4+0	0	4	30	70	100
C4004	Accounting for management	3+1	0	4	30	70	100
C4005	Business Laws	4+0	0	4	30	70	100
C4006	Business Environment	4+0	0	4	30	70	100
C4007	Business Communication Lab	-	3	1.5	30	70	100
C4008	IT for Managers	-	3	1.5	30	70	100
C4100	National Service Scheme (NSS)* (Audit course)	2+0	1	0	100*	0*	100*
TOTAL		24+2	7	27	240	560	800
II SEMESTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C4009	Financial Management	3+1	0	4	30	70	100
C4010	Marketing Management	4+0	0	4	30	70	100
C4011	Human Resource Management	4+0	0	4	30	70	100
C4012	Production and operations management	4+0	0	4	30	70	100
C4013	Quantitative Analysis For Business Decisions	3+1	0	4	30	70	100
C4014	Business Research Methods	4+0	0	4	30	70	100
C4015	Personal Effectiveness – Seminar	-	3	1.5	100	0	100
C4016	Industry Analysis and Report Presentation	-	3	1.5	30	70	100
C4061	Human Values & Intellectual Property Rights*(Audit Course)	2+1	0	0	100*	0*	100*
TOTAL		24+3	6	27	310	490	800

III SEMESTER							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C4017	Strategic Management	4+0	0	4	30	70	100
C4018	Entrepreneurship Development	4+0	0	4	30	70	100
	OPEN ELECTIVE- I	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- I	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- II	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- III	4+0	0	4	30	70	100
C4035	Summer internship	0+3	0	2	100	-	100
TOTAL		24+3	0	26	280	420	700
IV SEMESTER							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
	OPEN ELECTIVE- II	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- IV	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- V	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- VI	4+0	0	4	30	70	100
C4052	Comprehensive Viva-Voce	0	0	1	-	100	100
C4053	Pre submission of project work	0	3	1	100	-	100
C4054	Project Work	0	12	4	30	70	100
TOTAL		16	15	22	250	450	700

OPEN ELECTIVE- I

Code	Subject
C4019	Business Ethics & Corporate Governance
C4020	International Business
C4021	Management Information System
C4022	Management of Rural Business

OPEN ELECTIVE- II

Code	Subject
C4036	Logistics and Supply chain Management
C4037	Total Quality Management
C4038	Technology Management
C4039	Data Sciences

PROFESSIONAL ELECTIVES			
FINANCE		HUMAN RESOURCE MANAGEMNT	
Code	Subject	Code	Subject
C4023	Security Analysis and portfolio Management	C4026	Compensation and Reward Management
C4024	Financial Institutions, Markets and Services	C4027	Performance Management
C4025	Cost & Management Accounting	C4028	Industrial Relations
C4040	Risk Management & Derivatives	C4043	Strategic Human Resource Management
C4041	International Financial Management	C4044	Organization Development
C4042	Banking and Insurance	C4045	Knowledge Management & Employee Engagement
MARKETING		SYSTEMS	
Code	Subject	Code	Subject
C4029	Consumer Behavior and Marketing Research	C4032	Cyber Security
C4030	Retail Management	C4033	Enterprise Resource Planning
C4031	Service Marketing	C4034	Information Systems, Control and Audit
C4046	International Marketing	C4049	Decision Support System
C4047	Advertising & Sales Management	C4050	Data Mining and Data Warehousing
C4048	Customer Relationship Management	C4051	E – Business

**** Students should choose any one of the three specializations mention above. They should study first three professional electives of each specialization chosen in III semester and rest in IV semester.**

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Course Code: **C4001**

L	T	P	C
4	0	0	4

Unit – I:

INTRODUCTION TO MANAGEMENT: The Management Process, Management Functions, kinds of managers, Managerial roles and skills.

EVOLUTION OF MANAGEMENT -Theories of Management - Classical, Scientific, Administrative, Behavioral, Systems and Contingency.

Unit – II:

PLANNING: Organizational planning - Vision, Mission and Goals, Types of plans, Steps in planning process, Approaches to planning, Planning in Dynamic Environment. MBO - Process, Advantages and Disadvantages.

DECISION MAKING: Decision making process, types of decisions, decision making styles, Vroom's Participative decision making model.

Unit – III:

ORGANIZING: Principles of Organizing, Authority, Responsibilities, Delegation of Authority, Centralization, Decentralization, Power and Influence, Span of Control. Organizational Structures- Mechanistic and Organic structures, Contemporary organizational design and its challenges.

CONTROLLING: Control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

Unit – IV:

ORGANIZATIONAL BEHAVIOR: Definition, Nature and Scope of organizational behavior, Importance of Organizational Behavior, Culture and diversity.

INDIVIDUAL & GROUP BEHAVIOR: Personality theories, perception, Formation of group behavior, classification of groups, group properties, group cohesiveness.

Unit – V:

LEADERSHIP: Leadership traits, Leadership styles, Leadership theories, Power and Politics.

MOTIVATION: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.

TEXT BOOKS:

1. Stephen Robbins, Mary Coulter, *Management*, Prentice Hall of India, 2009.
2. Koontz, Weihrich, *Principles of Management*, Tata McGraw Hill, 2009.
3. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, *Organizational Behaviour*, Pearson, 16 edition, 2017.

REFERENCE BOOKS:

1. Meeenakshi Gupta, "*Principles of Management*", PHI Private Limited, 2009.
2. Udai Pareek Raju, *Management Text and Cases*, Prentice Hall of India, 2009.
3. V.S.P.Rao, *Management Text and Cases*, Excel, Second Edition, 2012.
4. Laurie J. Mullins, *Management and Organizational Behaviour*, Pearson Publications, 9 edition.
5. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, *Organizational Behaviour*, Sage Publications, 2015.
6. Ramesh B. Rudani, *Management and Organizational Behaviour*, Tata McGraw hill, 2011.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

STATISTICS FOR MANAGEMENT

Course Code: **C4002**

L	T	P	C
3	1	0	4

UNIT –I:

INTRODUCTION TO STATISTICS – Functions of Statistics and Managerial Applications of Statistics, Relationship with other subjects.

MEASURES OF CENTRAL TENDENCY - Mean, Median, Mode, Geometric Mean and Harmonic Mean.

UNIT–II:

MEASURES OF DISPERSION -Range, Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation.

SKEWNESS & KURTOSIS: Karl Pearson’s co-efficient of skewness, Bowley’s co-efficient of skewness, Kelleys co-efficient of skewness, Kurtosis.

UNIT-III:

SMALL SAMPLE TESTS- T-DISTRIBUTION: Properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).

SMALL SAMPLE TESTS- CHI-SQUARE DISTRIBUTION: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

UNIT-IV:

CORRELATION ANALYSIS-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation, concept of Multiple and partial Correlation.

REGRESSION ANALYSIS-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients.

UNIT –V:

TIME SERIES ANALYSIS-Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods.

INDEX NUMBERS–introduction, Characteristics and uses of index numbers, types of index numbers, un weighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

TEXTBOOKS:

1. J.K.Sharma "Business Statistics-Problems and Solutions" Pearson,2010.
2. Levin R.I., Rubin S. David, Statistics for Management, 7e Pearson, 2015.
3. Gupta S.C.,Fundamentals of Statistics, 6e, Himalaya Publishing House, 2015.
4. J. K Sharma, Business Statistics, 4e, Vikas Publishing House, 2015.
5. Beri, Business Statistics, 1e, Tata McGraw Hill, 2015.
6. P.C.Tulsian, Bharat Jhunjhnuwala, Business Statistics, S.Chand, 2016.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

MANAGERIAL ECONOMICS

Course Code: **C4003**

L	T	P	C
4	0	0	4

Unit-I:

INTRODUCTION TO MANAGERIAL ECONOMICS: Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist.

BASIC ECONOMIC PRINCIPLES: Concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

Unit-II:

THEORY OF DEMAND: Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand.

DEMAND FORECASTING & SUPPLY: Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

Unit-III:

PRODUCTION ANALYSIS: Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Iso-quants and Iso-costs, Returns to Scale, Economies of scale.

COST ANALYSIS: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves.

Unit-IV:

MARKET STRUCTURE: Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.

PRICING PRACTICES & BREAK EVEN ANALYSIS- Price Discrimination-Pricing Strategies- Pricing Over Product Life Cycle-Break Even Analysis-Assumptions, uses and limitations- Problems in BEA.

UNIT - V

NATIONAL INCOME & INFLATION: National income -concept and various methods of measurements. Inflation - types and causes of inflation, measurement of inflation, Philips curve and steps to control inflation.

BUSINESS CYCLES & PROFIT THEORIES: Causes and measures to control business cycles. Theories of profit.

TEXT BOOKS:

1. Dean, Joel, *Managerial Economics*, Prentice Hall of India, 2009.
2. P.L.Mehta, *Managerial Economics*, Sultan Chand & Sons.

REFERENCE BOOKS:

1. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, *Managerial Economics*, Pearson, 14th edition, 2014.
2. Dominick Salvatore, *Managerial Economics*, Oxford Publications, 7th edition, 2012.
3. Trivedi M.L, Jhinghan. M. L , *Managerial Economics, Theory and Applications*, Tata McGraw Hill, 2009.
4. H L Ahuja, *Business Economics*, S. Chand & Co, 13th edition, 2016.
5. Chaturvedi, *Business Economics*, International Book House, 2012.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

ACCOUNTING FOR MANAGEMENT

Course Code: **C4004**

L	T	P	C
3	1	0	4

UNIT - I

INTRODUCTION TO ACCOUNTING: Importance, Objectives and Principles, Accounting concepts and conventions, Generally Accepted Accounting Principles (GAAP). Double entry system—recording business transactions—Classification of accounts.

ACCOUNTING PROCESS: Overview, Books of original record, Journal and Ledger, Trial balance, Classification of Capital and Revenue expenses, Final accounts with adjustments.

UNIT – II

VALUATION OF FIXED ASSETS : Tangible vs Intangible assets, Advantages and limitations of depreciation, Depreciation of fixed assets and methods of depreciation- Straight line method, Diminishing balance method, Annuity method, Sinking fund method.

INVENTORY VALUATION: Inventory control, Objectives, Methods of inventory valuation-Last in First Out, First in First Out, Highest in First Out, Simple average method, weighted average method.

UNIT - III

ISSUE OF SHARES: Entries for issue of shares, Forfeiture and re- issue of forfeited shares. Issue of shares at discount and premium.

ISSUE OF DEBENTURES: Meaning of redemption, Issue and redemption of debentures, Redemption out of capital and profits

UNIT - IV

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 funds flow statement.

ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENTS: Investor and company point of view, horizontal analysis and vertical analysis of company financial statements.

UNIT - V

FINANCIAL ANALYSIS-II:

RATIO ANALYSIS: Meaning, objectives, advantages and limitations of ratio analysis. Types of ratio analysis-Liquidity, leverage, solvency and profitability ratios, Du Pont chart.

ACCOUNTING STANDARDS ISSUED BY ICAI: Focus on importance of standards to give a general view on financial accounting practices, International Financial Reporting Standards (IFRS).

TEXT BOOKS:

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari. *Financial Accounting 5e* , Vikas Publishing House Private Limited,2013.
2. Dhanesh K.Khatri, *Financial Accounting & Analysis*, Tata McGraw-Hill Publishing Limited, 2015.
3. S. P. Jain, K. L. Narang, *Financial Accounting*, 10th edition, Kalyani Publication, 2009.

REFERENCE BOOKS:

1. R. Narayanaswamy, *Financial accounting: A managerial perspective*, Prentice Hall of India,2008.
2. Ambrish gupta, *Financial Accounting Management - An Analytical Perspective*, Pearson Education,2009.
3. S. E. V. Subrahmanyam, *Financial Accounting and Analysis*, student helpline Publishing House Private Limited,2011.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

BUSINESS LAWS

Course Code: C4005

L	T	P	C
3	1	0	4

UNIT – I

COMPANIES ACT, 2013: Steps and Procedure involved in incorporation of Company, effects of incorporation. Appointment of Directors – Board meetings, Central Government, proportional representations, Company Meetings – General meetings - class meetings - meetings of creditors and debenture holders - meetings of directors or Board meeting.

Powers, duties and liabilities of directors, Removal of Directors – Shareholders - Central Government - National Company Law Tribunal. Winding of Company–National Company Law Tribunal, Voluntary Winding up.

UNIT – II

LAW OF CONTRACT: Nature of contract and essential elements of valid contract – Offer – Acceptance - Consideration - Capacity of parties to contract.

Free consent – Legality of Object, Discharge of contracts, Remedies for breach of contract.

UNIT – III

LAW OF AGENCY: How Agency is Constituted – Appointment of Agents – Classification of Agents. Rights, Duties and Liabilities of Agent.

Rights, Duties and Liabilities of Principal, Termination of Agency.

UNIT – IV

CONTRACT OF SALES: Definition of Goods – Documents to the title of Goods, Sale and Agreement to Sell, Essential elements of Valid Sale, Hire Purchase Agreement, Conditions and Warranties.

CONSUMER PROTECTION ACT: Objectives of the Act - Meaning of Consumer – Goods – Service – Consumer Dispute – Complainant – Unfair Trade Practices. Consumer Dispute Redressal agencies – District forum, State commission and National Commission.

UNIT – V

NEGOTIABLE INSTRUMENT ACT: Definition- Characteristics of Negotiable Instrument, Promissory note – definition and its essential elements, Bills of Exchange - definition and its essential elements, Differentiate between Promissory Note and Bills of Exchange.

Cheque – definition and its essential elements, Types of Cheques, Parties to negotiable instruments – Holder and Holder in due course, discharge of parties from liability.

TEXT BOOKS:

1. K.R. Bulchandani (2017), Business law for management, 8th edition, Himalaya Publishing Private limited, New Delhi.

REFERENCE BOOKS:

1. N. D. Kapoor (2009), Mercantile Law, Sultan Chand & sons, New Delhi.
2. Akhileshwar Pathak (2009), Legal Aspects of Business, 3rd Edition, Tata MCGraw-Hill, New Delhi
3. Tulsani (2008), Business law, Tata Mc graw Hill, New Delhi.
4. Sivaram Prasad (2011), Business Law, Student Helpline Publishing House Private Limited, Hyderabad.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

BUSINESS ENVIRONMENT

Course Code: C4006

L	T	P	C
4	0	0	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.

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

UNIT - II

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.

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

UNIT - III

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

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

UNIT - IV

WORLD TRADE ORGANIZATION: Nature and scope, organization and structure, role and functions of WTO in promoting world trade.

Agreements in the Uruguay Round: including TRIPS, TRIMS, and GATS. Disputes settlement mechanism, dumping and anti dumping measures, critical review of WTO functioning.

UNIT - V

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.

SEBI: stock exchanges, investor protection and role of SEBI.

TEXT BOOKS:

1. Francis Cherunilam (2009), *International Business: Text and Cases*, Prentice Hall of India.
2. K. Aswathappa Essentials of Business Environment: Texts and Cases & Exercises 12th Revised Edition.HPH

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

M.B.A. I SEMESTER

BUSINESS COMMUNICATION LAB

Course Code: C4007

L	T	P	C
0	0	3	1.5

LIST OF EXERCISES:

- 1. COMMUNICATION SKILLS:** Introduction to Business Communication, process of communication, Types of communication; verbal-non verbal, formal-informal, Oral-written, Communication Barriers.
- 2. WRITTEN COMMUNICATION:** Tenses, Idioms, Structures, differences between spoken and written communication, Messages, Memos, Emails, Business Letters, Curriculum Vitae, covering letter.
- 3. VERBAL COMMUNICATION:** Choosing a method of speaking–Analyzing the audience–Non-verbal dimensions of presentation, Strategies for Effective presentation, Persuasive speaking, Interview skills: Types of interviews, Strategies of interviews.
- 4. SOFT SKILLS:** Professional etiquette, professional ethics, time management, team work, problem solving skills, negotiation skills, self motivation ,taking responsibility, flexibility.
- 5. TECHNICAL REPORT WRITING:** Types of reports–Structure of reports–Individual and committee reports, essentials of good report writing. Business letters: relating to enquiries and replies; orders and replies; complaints and claims.

REFERENCE BOOKS:

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
3. Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI
6. Disanza, "Business and Professional communication", Pearson Education.
7. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication", Sage Publications.

VARDHAMAN COLLEGE OF ENGINEERING

M.B.A. I SEMESTER

IT FOR MANAGERS

Course Code: C4008

L	T	P	C
0	0	3	1.5

Task 1

Introduction to Network: types of Networks, types of network topologies, types of network protocols.

Task 2

Introduction to Word: importance of word as word processor, overview of toolbars, Saving, accessing files, using help and resources.

Task 3:

Creating project Certificate: Abstract Features to be covered:-Formatting Styles, Inserting table, Bullets and Numbering, Changing Text Direction, Cell alignment, Footnote, Hyperlink, Symbols, Spell Check , Track Changes, Images from files and clipart, Drawing toolbar and Word Art, Formatting Images, Textboxes and Paragraphs.

Creating Time Table: Abstract Features to be covered:-Formatting Styles, Inserting table.

Task 4

Introduction to Power Point: Utilities, Overview of toolbars, PPT Orientation, slide layouts, Types of views.

Creating Front page of The presentation: Create a power point presentation using the features - slide layouts, inserting text, word art, formatting text, bullets and numbering, auto shapes, lines and arrows, hyperlinks, inserting –images, clip art, audio, video, objects, tables and charts.

Task 5

Introduction to Excel: Overview of toolbars, accessing, Saving excel files, Using help and resources. Create a excel using the features - gridlines, format cells, summation, auto fill, formatting text, cell referencing, formulae in excel – average, standard deviation, charts, renaming and inserting worksheets, hyper linking, count function, sorting, conditional formatting.

Task 6

Creating a Scheduler: Features to be covered:- Gridlines, Format Cells, Summation, auto fill, Formatting Text

Task 7

BASICS OF SQL:

DDL Commands: CREATE, ALTER, DROP, TRUNCATE

DML Commands: INSERT, UPDATE, DELETE

DCL Commands: GRANT, REVOKE

TCL Commands: COMMIT, ROLLBACK, SAVEPOINT

Task 8

SQL OPERATORS: Arithmetic, Logical, Relational

VIEWS: Create view, insert values into view, update values in the view table, alter view, Delete view.

Task 9

STATISTICAL TOOL

Basics of R programming: Basic commands, Data types in R, operators in R, Creating a new variables Functions : Numerical ,Character

Importing data from excel file

Plotting in R: Line, Bar, Pie, Histograms, scatter plots, Box plots.

VARDHAMAN COLLEGE OF ENGINEERING

M.B.A. I SEMESTER

NATIONAL SERVICE SCHEME (NSS) (Audit Course)

Course Code: C4100

L	T	P	C
2	0	1	0

UNIT-I

INTRODUCTION AND BASIC CONCEPTS OF NSS: History -Philosophy - Aims & Objectives of NSS -Emblem-Flag-Motto-Song-Badge-Organizational structure-Roles and responsibilities of various NSS functionaries .

UNIT-II

PROGRAMS AND ACTIVITIES IN NSS: Regular camp activities-Special camp activities - Basis of adoption of village/slums- Financial Pattern of the scheme-Volunteers Dairy- Participatory Rural Assesment Techniques.

UNIT-III

UNDERSTANDING YOUTH: Definition-Profile of youth-Categories of youth-Youth Policy - Issues, challenges and opportunities for youth-Youth as an agent of social change-Skill development in Transforming India.

UNIT-IV

AWARNESS PROGRAMS ON: Digital Payments-Self Help Groups-Public Health-Voter Education-Road Safety-Control of Pollution-Swachh Bharat-Rainharvesting Techniques-Emergency Services -Prevention of Child abduction and abuse - Cyber Crime-Right to Information act.

UNIT-IV

CENTRAL AND STATE GOVERNEMNT SCHEMES ON: Personal Development-Human Development-Social Development-Economic Development-Environmental Development-Basic Eminities and Services-Social Security-Good Governace.

REFRENCES RESOURCES:

1. NATIONAL SERVICE SCHEME Program Officers Dairy
2. WWW.NIRD.ORG
- 2.WWW.NIRD.ORG-SAGY-SAMANVAYSTATES-TELANGANA
- 3.WWW.VIKASPEDIA.IN
- 4.WWW.RGNIYD.GOV.IN
- 5.WWW.CASHLESSINDIA.GOV.IN
- 6.WWW.SWACHHBHARAT.MYGOV.IN

VARDHAMAN COLLEGE OF ENGINEERING

M.B.A. II SEMESTER

FINANCIAL MANAGEMENT

Course Code: C4009

L	T	P	C
3	1	0	4

UNIT – I

INTRODUCTION TO FINANCIAL MANAGEMENT: 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: 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 - payback period, accounting rate of return.

Discounted cash flow techniques-net present value, profitability index and internal rate of return.

COST OF CAPITAL: Concept and measurement of cost of capital, debt vs equity, cost of debt, 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.

UNIT - III

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

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, reverse split, Walter model and Gordon model.

UNIT - IV

WORKING CAPITAL MANAGEMENT: Components of working capital, gross vs net working capital, determinants of working capital, operating cycle approach, recommendations of tandon and daheja committee on working capital.

ESTIMATION OF WORKING CAPITAL: Estimation of working capital, financing of working capital through bank finance and trade credit.

UNIT - V

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

MANAGEMENT OF CURRENT ASSETS-II: Marketable securities – characteristics, selection criteria, marketable securities alternatives - Management of Receivables and Management of Inventory.

TEXT BOOKS:

1. IM PANDEY, *Financial Management, 11 e*, Vikas Publishing House Private Limited, New Delhi. 2015
2. M.Y Khan, P K Jain, *Financial Management*, Tata McGraw Hill, New Delhi. 2015
3. Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi. 2009

REFERENCE BOOKS:

1. MacMillan, Jim, *Financial Management*, Oxford University Press, New Delhi.2009
2. Paresh P. Shah, *Financial Management*, Wiley India, New Delhi.2009
3. James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India, New Delhi.2009

VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

MARKETING MANAGEMENT

Course Code: C4010

L	T	P	C
4	0	0	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.

CUSTOMER VALUE PROPOSITION: Customer satisfaction and value, customer retention, consumer profitability, emerging dimensions of marketing, Indian and global perspective.

UNIT - II

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.

DISTRIBUTION: Distribution designing, marketing channels and value networks, importance and role of distribution in marketing, channel design decision, channel management decisions.

UNIT - III

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.

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

UNIT - IV

PRODUCT LIFE CYCLE: PLC excessive product variants, product line portfolios, product recalls, setting product strategies.

PRICE: 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 - V

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.

ADVERTISING: Managing holistic marketing organization, socially responsible marketing, internal marketing, global marketing, rural consumer behavior, pricing and distribution decisions, future of marketing. 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. Czinkota (2009), *Marketing Management*, Vikas Publishers, New Delhi

VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

HUMAN RESOURCE MANAGEMENT

Course Code: C4011

L T P C
4 0 0 4

UNIT – I

INTRODUCTION TO HRM: Definition – Objectives - Scope and Functions of HRM - Challenges of HRM, Line Managers.

HR Roles and responsibilities - New Approaches to organizing HR - HR Scorecard - Human Resource Information System.

UNIT – II

RECRUITMENT AND SELECTION: Job Design – Job Analysis - Process and methods of data collection – Job descriptions – Job specification – Job enlargement – Job enrichment – Job rotation.

Human Resource Planning – Human Resource forecasting. Recruitment Process - Sources and Methods of recruitment – Selection process – Types of Interviews – Errors in Interviews.

UNIT – III

PERFORMANCE APPRAISAL: Performance Management and Process of Performance Management. Performance Appraisal – Definition – Appraiser – Appraisee- Techniques of Performance Appraisal – Errors in Performance Appraisal.

TRAINING AND DEVELOPMENT: Definition – Training vs. Development – Importance of Training and Development – Process of Training – Methods of Training, Career Management.

UNIT – IV

COMPENSATION: Objectives, Factors influencing on compensation, compensation and motivation, job evaluation - simple ranking, job grading, point rating and factor comparison.

INDUSTRIAL RELATIONS: Components of industrial relation, trade unions, functions of trade unions, Collective bargaining, Significance of industrial relations.

UNIT – V

INTEGRATION: Quality of work life, Quality Circles, Workers participation in management.

Employee separation, Grievance handling procedure, Organizational climate and HR Audit.

TEXT BOOKS:

1. Gary Dessler, BijuVarkkey(2017), Human Resource Management, 4th edition, Pearson Publication.
2. Robert L Mathis, John H.Jackson, ManasRanjanTripathy (2016), Human Resource Management, Cengage Learning.

REFERENCE BOOKS:

1. Michael Armstrong (2015), Human Resource Management, Kogan Page.
2. Biswajeet Pattanayak (2009), Human Resource Management, Prentice hall of India, New Delhi
3. Mamoria and Mamoria (2006), Personnel Management, Himalaya Publications.

VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: **C4012**

L	T	P	C
4	0	0	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

FACILITY LOCATION & FACILITY LAYOUT: Introduction of Plant location, errors in plant selection, steps in location selection, Relative importance of location factors, Location models.

Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Process Layout, Advantages and limitations of Group Technology 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.

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

UNIT - IV

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

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

UNIT - V

Materials Management: Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management.

Economic Order Quantity, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model– Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

TEXT BOOKS:

1. Panneerselvam, Production and Operations Management, PHI, 2012.
2. K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012.

REFERENCE BOOKS:

1. Adam E. E, Ebert R.J (2009), *Production and Operation Management*, 6th 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*, 4th edition, Prentice Hall of India

VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Code: **C4013**

L	T	P	C
3	1	0	4

UNIT-I

Introduction to Operations Research: Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, 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: Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method, simplex method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP.

UNIT-III

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, unbalanced Supply and demand , Degeneracy and its resolution.

Game theory: Saddle point, Value of the Game, two persons zero sum game, Dominance principle, games without saddle points: Mixed strategy.

UNIT-IV

Assignment Model: 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, travelling salesman problem.

Network Analysis: Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time.

UNIT-V

Queuing Theory: Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single service station with finite and infinite population.

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.

TEXT BOOKS:

1. S.D.Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
2. J.K.Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
3. R. Pannerselvam, Operations Research, Prentice Hall International , 3e,2012
4. Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand , 2012.
- 5.Hamdy A.Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
6. Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.

VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

BUSINESS RESEARCH METHODS

Course Code: **C4014**

L	T	P	C
4	0	0	4

UNIT - I

INTRODUCTION: - Business research -meaning, objectives and significance; Role of business research and applications
Research process; Ethics in business research;

Types of Research -Pure vs. Applied research, Qualitative vs. Quantitative research, exploratory research, Descriptive research and Experimental research, Ethics and business research, Technology used in business research, the research process.

UNIT - II

RESEARCH DESIGN: Meaning and Goals of Research Design, Characteristics, Phases; Primary and Secondary data:

Data Collection Methods: Questionnaire Design; Sampling design and sampling procedures. Sampling techniques, determination of sample size; Pilot study.

UNIT - III

MEASUREMENT AND SCALING: Concepts; Attitude measurement; psychological and social instruments used in management science.

SCALING: Levels of measurement and types of scales; Criteria for good measurement, reliability and validity.

UNIT – IV

DATA ANALYSIS: Processing of Raw Data-Editing, Coding, Classification and Tabulation; Graphical and Diagrammatic representation of data; Statistical Tests- Parametric tests, correlation test, t-test, z-test and chi-square test and non-parametric tests; Manhitny-U-test and Wilcoxon test their significance.

Hypothesis- characteristics,formulation, Hypothesis testing procedure.

UNIT - V

REPORT WRITING: Report writing and significance, Different steps in report writing, layout of the research report, Precautions.

Preparation of project abstract, Steps in project work writing in management science.

TEXT BOOKS:

1. Cooper R.Donald and Schindler S.Pamela: “ Business Research Methods”, 9/e, Tata McGraw Hill, New Delhi,2006.
2. Kothari: CR,Garg, Gaurou “Research Methodology, New Age International Publishers, New Delhi,2014.

REFERENCE BOOKS:

3. Krishna Swamy.OR AND OBUL Reddy .D.Research Methodology and Statistical tools 1st editions Himalaya Publishing House, New Delhi.2012.
4. Narayana Reddy P, Acharyulu GVRK,“Research Methodology and Statistical Tools”,2nd Ed., Excel Books, New Delhi,2016.
5. Panneer selvam R: “Research Methodology”, PHI Learning Private Limited, New Delhi,2009.

VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

PERSONAL EFFECTIVENESS - SEMINAR

Course Code: **C4015**

L	T	P	C
0	0	3	1.5

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.

REFERENCES:

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

MBA II SEMESTER

HUMAN VALUES & INTELLECTUAL PROPERTY RIGHTS (Audit Course)

Course Code: **C4061**

L	T	P	C
2	0	0	0

UNIT-I

HUMAN VALUES: Morals, Values and Ethics, Integrity, Work Ethic, Service Learning, Civic Virtue, Respect for Others, Living Peacefully, Caring, Sharing, Honesty, Courage, Valuing Time, Cooperation, Commitment, Empathy, Self Confidence, Character, Spirituality.

UNIT – II

INTRODUCTION TO INTELLECTUAL PROPERTY: Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.

UNIT – III

TRADE MARKS: Purpose and function of trademarks, Trade mark rights, protectable matter, selecting and evaluating trademarks, trade mark registration process.

UNIT – IV

LAW OF COPY RIGHTS: Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law.

LAW OF PATENTS: Foundation of patent law, patent searching process, ownership rights and transfer.

UNIT – V

TRADE SECRETS: Trade secret law, determination of trade secrets status, liability for misappropriations of trade secrets, protection for submission, and trade secret litigation.

UNFAIR COMPETITION: Misappropriation right of publicity, false advertising.

TEXT BOOKS:

1. R.S.Nagarajan, a Textbook on “Professional Ethics and Human Values”, New Age Publishers – 2006. Deborah.
2. Neeraj Pandey, Khushdeep Dharni- 2014, Intellectual property rights, PHI, India.

REFERENCE BOOKS:

1. Prabudda ganguli (2003), Intellectual property right, Tata McGraw Hill Publishing company ltd., India.
2. P.N. Cheremisinoff, R.P. Ouellette and R.M. Bartholomew, Biotechnology Applications and Research, Technomic Publishing Co., Inc. USA, 1985
3. P. Narayanan; Law of Copyright and Industrial Designs; Eastern law House, Delhi, 2010

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

STRATEGIC MANAGEMENT

Course Code: **C4017**

L	T	P	C
4	0	0	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.

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

UNIT - II

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, experience curve, generic strategies, strategy formulation.

UNIT - III

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

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

UNIT - IV

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

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 - V

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

ENTREPRENEURSHIP DEVELOPMENT

Course Code: **C4018**

L	T	P	C
4	0	0	4

UNIT - I

ENTREPRENEURSHIP: Importance and role of entrepreneurship, Qualities of an entrepreneur, Functions of entrepreneur, Theories of entrepreneurship.

Stimulants of entrepreneurship and Barriers to entrepreneurship, Ethics and Social Responsibility, Role of entrepreneur in economic development.

UNIT - II

INSTITUTIONAL SUPPORT: Role of Government: Role of IDBI, SIDBI, SIDO.

NIESBUD, DIC, Entrepreneurship Development Institute, T-Hub (Telangana Hub).

UNIT – III

WOMEN ENTREPRENEURSHIP: Role & Importance, Functions of women entrepreneur, Profile of Indian Women Entrepreneur.

Problems of Women Entrepreneurs, Women Entrepreneurship Development in India and in Foreign Countries.

UNIT – IV

PROJECT MANAGEMENT: Concept of project and classification of project, Project life cycle.

Project identification, Project formulation, Project report, Project evaluation- profitability appraisal, social cost benefit analysis, feasibility analysis, financial analysis and project financing, Project implementation, Project completion.

UNIT - V

ENTREPRENEUR TRAINING: Designing appropriate training programs to inculcate Entrepreneurial Spirit, significance of entrepreneurial training, Feedback and Performance of Trainees.

NSIC, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Telangana Academy for Skill and Knowledge (TASK).

TEXT BOOKS:

1. Dr. S.S. Khanka (2012), revised edition, Entrepreneurial Development, Sultan chand & Co. Ltd., New Delhi.
2. Bholanath Datta (2009), Entrepreneurship, Excel publications, India

REFERENCE BOOKS:

1. Robert Hisrich, Michael P. Peter, Dean A. Shepherd (2010), Entrepreneurship, Tata Mc Graw Hill, New Delhi.
2. David H Holt (2010), Entrepreneurship, Prentice hall of India, New Delhi, India.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

BUSINESS ETHICS AND CORPORATE GOVERNANCE (OPEN ELECTIVE – I)

Course Code: **C4019**

L	T	P	C
4	0	0	4

UNIT- I

Introduction: The Necessity for Business Ethics, Need for Strong Ethical Guidelines, Earlier Attempts at Ethics in Industry.

Some Implicit but Salient Issues in Ethics and Commerce, Ethics and Luxury, Corporate Governance.

UNIT- II

Justification for Ethics: Introduction, Money Matters, Bankruptcy, Late Payment of Accounts, Corruption, Delayed Capital Expenditure, Bribery, Secret Commissions, Shadow Economy, tipping,

Corporate matters, Corporate Philanthropy, Ethics and Profit, Economics, Opportunities and Ethics, Ethical Investment, Three Beneficiary views on Ethics, Guidelines for Ethical Issues.

UNIT- III

Basic Principles in Ethics: Introduction, Language of Globalization, practical benefits of ethics, aspects of ethics, equity of relationships and ethical behavior, ethics and the vulnerable, defenses in product liability.

Interest of the smaller shareholder, power and the professions, labels and victims, goodwill, organizations and ethics, corporate climate audits, advantages of corporate climate audits, experts and the corporate climate audits.

UNIT- IV

Corporate Governance an Overview: Capitalism at crossroads, increasing awareness, global concerns, Corporate Governance.

Governance is more than just board processes and procedures, a historical perspective of corporate governance, issues in corporate governance.

UNIT- V

Theory and practice of corporate governance: The concept of corporation, theoretical basis of corporate governance, corporate governance mechanisms, corporate governance systems, Indian model of governance, Good corporate governance.

Obligation to society at large, investors, employees, customers and managerial obligation. Landmarks in the emergence of corporate governance, agents and institutions in corporate governance and corporate social responsibilities.

TEXT BOOKS:

1. Ronald D Francis, Mukti Mishra Business Ethics (2009), Business Ethics An Indian Perspective, McGraw-Hill
2. Fernando, A. C. (2012). Corporate Governance: Principles, Policies and Practices, 2/e. Pearson Education India.

REFERENCE BOOKS:

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

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

INTERNATIONAL BUSINESS (OPEN ELECTIVE - I)

Course Code: **C4020**

L	T	P	C
4	0	0	4

UNIT – I

Introduction to International Business: Need for International Business- Drivers of Globalization- Distinction between Domestic and International Business- International Business Approaches - Modes of International Business.

Impediments in international Business- Opportunities and Challenges of International Business - Multi National Corporation(MNCs) - International Business Environment- Cultural, Political and Technological Environment.

UNIT – II

International Trade Theories: Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage.

India's Foreign Trade- Foreign Direct Investment in India- Balance of Payments.

UNIT - III

International Business and Economic Integration: Levels of Economic Integration-Benefits and Challenges of Economic Integration- Free Trade Agreement (FTA) - The Customs Union, The Common market, The Economic Union. Arguments surrounding Economic Integration.

Regional Economic Groups, European Union, NAFTA, ASEAN, SAARC. Multilateral Trade agreements- GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

UNIT – IV

Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances- Nature, Benefits, Pitfalls of Strategic Alliances.

Scope of Strategic Alliance, Alliance development process, Economic Considerations for Strategic alliances. Organizational Design-Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.

UNIT – V

International Business Operations: Issues involving International Production- Sourcing and vertical Integration, - Major activities in International Marketing- Brand Decisions- Issues of International Financial management- Forex market, International Monetary System.

International Financial Markets - Export Financing- Managing International HR Activities- HR Planning, Recruitment and selection, Expatriate Selection. Cross Cultural Issues in International Business.

TEXT BOOKS

- 1) Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, International Business, 7e, Cengage Learning, 2008.
- 2) K Ashwatappa, International Business, 3e, Tata McGraw Hill, 2008

REFERENCE BOOKS:

- 1) Sanjay Misra, P. K. Yadav, International Business, PHI, 2009.
- 2) A Ehud Menipaz, Amit Menipaz, Shiv S Tripathi, International Business Theory and Practice, Sage publications, 2017
- 3) Rakesh Mohan Josh, International Business, Oxford University Press, 2009
- 4) Subba Rao, International Business, Himalaya Publications, 2007

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

**MANAGEMENT INFORMATION SYSTEM
(OPEN ELECTIVE - I)**

Course Code: **C4021**

L	T	P	C
4	0	0	4

UNIT - I:

Introduction : MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS.

Information and Systems Concept, Types of Information, Information systems for competitive advantage.

UNIT - II:

Business Applications of Information Systems: E-Commerce, ERP Systems, DSS.

Business Intelligence, Knowledge Management System.

UNIT- III:

Management of IS: Information system planning, system acquisition, systems implementation.

Evaluation & maintenance of IS, IS Security and Control.

UNIT - IV:

Building of Information Systems: System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination.

Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

UNIT - V:

Introduction to Cyber Crime: Cyber space, cyber law, e-business, e – consumers, spam, phishing. Cyber crime and information security.

Cyber criminals, Classification of cyber criminals - Indian Perspectives - Cyber crimes and Indian IT Act 2000, Global perspective on cybercrime - Cybercrime era.

TEXT BOOKS:

1. D P Goyal (2010), Management Information Systems – Managerial Perspective, 3rd 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

III SEMESTER

MANAGEMENT OF RURAL BUSINESS (OPEN ELECTIVE – I)

Course Code: **C4022**

L	T	P	C
4	0	0	4

UNIT - I

RURAL BUSINESS: Rural business and its critical features, Identification of needs of rural producer organization, enterprises, projects and its people.

RURAL SCENARIO: Rural, social and political scenario. Features of structure dynamics and changes of rural society and polity in India in post-independence period.

UNIT – II

Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, Diffusion of innovation, Development studies.

PARTICIPATORY RURAL APPRAISAL (PRA): PRA approach, the need for PRA, Sampling, Operational aspects of data collection,

UNIT – III

Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies

Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables: Select case studies

UNIT – IV

Marketing of agricultural inputs: Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry

Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry.

UNIT - V

Marketing of agricultural produce: Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural products, Characteristics of Indian handicrafts industry, Challenges for rural artisan sector, Government policy towards handicrafts sector.

Corporate sector in agri-business: Reasons for increased interest of corporate sector in agribusiness, opportunities in the agri-business, benefits of corporate driven agri-business system, involvement of corporate sector in agri-business.

TEXT BOOKS:

1. C.S.G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
2. Pradeep Kashyap, Rural Marketing, 3e Perason Education, 2016.

REFERENCE BOOKS:

1. Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.
2. Sanal Kumar Velayudhan, Rural Marketing, 2e Sage publications, 2012
3. T P Gopaldaswamy, Rural Marketing, Environment, problems, and strategies, 3e Vikas

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (PROFESSIONAL ELECTIVE – I)

Course Code: **C4023**

L	T	P	C
4	0	0	4

UNIT - I:

INTRODUCTION TO INVESTMENT: Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process.

INVESTMENT ENVIRONMENT: Securities Market of India, Securities Trading and Settlement, Types of Orders, Margin Trading.

UNIT - II:

PORTFOLIO ANALYSIS: Risk and return Analysis - Markowitz Portfolio Theory, Mean- variance approach.

PORTFOLIO SELECTION: Efficient portfolios, Single Index model, Capital Asset pricing model, Arbitrage Pricing Theory.

UNIT - III:

BOND VALUATION: Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Holding Period Return.

BOND THEOREMS: Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

UNIT - IV:

EQUITY VALUATION: Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach.

SECURITY ANALYSIS: Fundamental Analysis- economic analysis, industry analysis, company analysis. Technical Analysis, Efficient Market Hypothesis.

UNIT - V:

DERIVATIVES: Overview of Indian derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future markets, Mechanics of Trading, Strategies.

PERFORMANCE EVALUATION: Mutual Funds, Types of Mutual Funds, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models - Sharpe Model, Treynor Model, Jensen Model.

TEXT BOOKS:

1. Punithavathy Pandian (2009), *Security Analysis and Portfolio Management*, Vikas Publishing House Private Limited, New Delhi.
2. Donald E. Fischer, Ronald J. Jordan (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.

REFERENCE BOOKS:

1. Prasanna Chandra (2013), *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.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES (PROFESSIONAL ELECTIVE – II)

Course Code: **C4024**

L	T	P	C
4	0	0	4

UNIT – I:

INTRODUCTION: The structure of Indian financial system, Equilibrium in financial markets, Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development, Financial Sector reforms after 1991, Recent Developments of Indian Financial System.

REGULATORY AND PROMOTIONAL INSTITUTIONS: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI.

UNIT - II:

BANKING AND NON BANKING INSTITUTIONS: Commercial banks – Growth and structure of commercial Banks-competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations - e-banking - Risk Management in Banking. Co-operative banks - Features, Structure and Growth, Government initiatives to strengthen the co-operative banks.

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 Pattern of Public and Private Sector insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector in India.

UNIT - III:

FINANCIAL MARKETS: Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits.

SECURITIES MARKETS: Organization and structure, Listing, trading and settlement. SEBI and Regulation of Primary and Secondary Markets. Role and functions of Clearing Corporation of India Ltd.

UNIT - IV:

ASSET /FUND BASED FINANCIAL SERVICES: Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit.

Factoring and Forfeiting , Housing finance, Venture capital financing.

UNIT - V:

FEE-BASED / ADVISORY SERVICES: Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL.

TEXT BOOKS:

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

REFERENCE BOOKS:

1. M. Y. Khan(2012),*Financial Services*, TMH

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

COST AND MANAGEMENT ACCOUNTING (PROFESSIONAL ELECTIVE – III)

Course Code: C4025

L	T	P	C
4	0	0	4

UNIT - I

INTRODUCTION TO COST & MANAGEMENT ACCOUNTING: Management accounting Vs Cost accounting Vs Financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs.

COST ANALYSIS AND CONTROL: Direct and Indirect expenses, Allocation and Apportionment of overheads, Calculation of machine hour rate.

UNIT - II:

COSTING FOR SPECIFIC INDUSTRIES: Unit costing, Cost Sheet and tender preparation.

Process costing and their variants, Treatment of normal losses and abnormal losses, Inter-process profits.

UNIT - III:

MARGINAL COSTING I: 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.

UNIT - IV:

MARGINAL COSTING II: Desired level of profits, Diversification of products, Level of activity planning, Break-even analysis: Application of BEP for various business problems.

BUDGETARY CONTROL: Budget, budgetary control, Steps in budgetary control, Flexible budget, Different types of budgets - Sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting

UNIT - V:

STANDARD COSTING: Standard Cost Vs Standard Costing, Standard costing Vs Budgetary control, Standard cost Vs estimated cost, Standard costing Vs Marginal costing, Analysis of variance- Material variance, Labor variance and Sales variance.

Inter-firm comparison: Need for inter-firm comparison, types of comparisons, advantages. An introduction to cost audit and management audit.

TEXT BOOKS:

1. S. P Jain, K. L. Narang (2009), *Cost and Management Accounting*, Kalyani Publications, New Delhi, India

REFERENCE BOOKS:

1. Colin Drury (2009), *Management and Cost Accounting*, Cengage Learning, India.
2. M. Y. Khan, P. K. Jain, *Management Accounting: Theory and Problems*, TMH, New Delhi, 4/e, 2007.
3. Sharma, Shashi. K. Gupta (2009), *Management Accounting*, Kalyani Publications, New Delhi.
4. M. N. Arora (2009), *Cost Accounting*, Vikas Publications, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

COMPENSATION AND REWARD MANAGEMENT
(PROFESSIONAL ELECTIVE – I)

Course Code: C4026

L	T	P	C
4	0	0	4

UNIT I

Compensation: Concept and definition, objectives and dimensions of compensation program, factors influencing compensation.

Compensation as a Retention strategy, aligning compensation strategy with business strategy, non-financial compensation system

UNIT II

Wage and Salary administration: Nature and Purpose, Wage surveys, Administration of wage and salary, Theory of wages.

Components of wages-CTC, pay scales, D.A, bonus, provident fund, gratuity, ESI, compensation in case of accidents, Wage differentials, Importance of Wage differentials in India.

UNIT III

Designing Compensation System: Building internally consistent Compensation System, Creating Internal Equity through Job Analysis and Job Valuation, Building Market Competitive Compensation System.

Compensation Surveys, Integrating Internal Job Structure with External Market Pay Rates, Building Pay Structures that Recognize Individual Contributions, Constructing a Pay Structure, Designing Pay for Knowledge Program.

UNIT IV

Contemporary Strategic Compensation Challenges: International Compensation and Competitive Strategies, Executive Compensation Packages, Compensating Executives, Compensating the Flexible Workforce.

Contingent Employees and Flexible Work Schedules, Compensation for Expatriates and Repatriates, Strategic Issues and Choices in Using Contingent and Flexible Workers.

UNIT V

Reward Management: - Concept of reward, An Overview of Reward Management, Reward management process, Developing Reward System, Managing Reward System, Evaluating Reward System.

Rewarding Special Groups, Rewarding Directors, Senior Executives, Sales, Services staff, Knowledge workers, manual workers, International Reward.

TEXT BOOKS:

1. Dr. Kanchan Bhatia "Compensation Management", Himalaya Publishing House, New Delhi 2012.
2. A.M.Sarma, N.SambasivaRao: "Compensation and Performance management", Himalaya Publishing House, Mumbai
3. DewakarGoel:"Performance Appraisal and Compensation Management", PHI Learning, New Delhi, 2012

REFERENCE BOOKS:

1. ER SoniShyan Singh 'Compensation Management' – Excel Books, New Delhi – 2008.
2. Mousumi S Bhattacharya NilanjanSengupta , "Compensation Management" – Excel Books, New Delhi – 2009
3. Tapomoy Deb "Compensation Management" – Excel Books, New Delhi – 2009.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

PERFORMANCE MANAGEMENT (PROFESSIONAL ELECTIVE – II)

Course Code: **C4027**

L	T	P	C
4	0	0	4

Unit – I

Introduction: Definition, concerns and scope of Performance Management, Performance Appraisals, Determinants of job performance, Mapping, process, sequence and cycle of Performance Management.

Performance planning and Role clarity, KPAs- Performance Targets-Trait, Behavior and Results approaches to measuring performance- The impact of HRM practices on performance.

Unit – II

Performance Appraisal: Assessment center-psychometric tests. Role Play– Self-appraisal-360 Degree appraisals-Rating-less appraisals for the future of Performance Management System.

Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement, performance review, Performance analysis.

Unit – III

Performance Bench marking: Human information processing and performance loop, performance shaping factors–Yerkes– Dodson’s Law-Corporate performance management-EFQM Excellence model.

Diagnostic and Process bench marking, performance management Audit, performance management pathway analysis. The impact of Performance Management on Line managers and Employees.

Unit – IV

Competency mapping and Pay Plans: Competency Mapping–Mercer’s Human Capital Wheel–Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay.

The McBer Generic managerial competency model, Competency causal flow model-Competency gap–Competency Assessment-Balanced Score Card framework.

Unit – V

Performance Metrics and Models: Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert’s performance matrix and Behavior Engineering model.

Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg’s Integrated model of PM, Sears model for organizational performance.

TEXT BOOKS:

1. Michael Armstrong, “Performance Management”, 2010, Kogan Page.
2. Robert L Cardy, “Performance Management”, 2008, PHI.
3. A.S. Kohli & T. Deb, “Performance Management”, 2009, Oxford.
4. T.V. Rao, “Performance Management & Appraisal System”, 2008, Sage.

REFERENCE BOOKS:

1. H. Aguinis, “Performance Management”, 2009, Pearson.
2. A.M. Sarma, “Performance Management systems”, 2010, HPH.
3. B.D. Singh, “Performance Management systems”, 2010, Excel books.
4. S. N. Bagchi, “Performance Management”, 2010, Cengage.
5. M Armstrong, “Performance Management & Development”, 2010, Jaico.
6. Prem Chadha, “Performance Management”, 2009, Macmillan.
7. Joe Willmore, “Performance Basics”, 2004, ASTD Press.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

INDUSTRIAL RELATIONS (PROFESSIONAL ELECTIVE – III)

Course Code: **C4028**

L	T	P	C
4	0	0	4

UNIT – I

INDUSTRIAL RELATIONS: Economy and labour force in India, approaches to industrial relations, Comparative framework of Industrial Relations. Employer organizations - introduction, origin and growth. Historical background of industrial relations in India, factors influencing IR in enterprise and the consequences.

TRADE UNIONS IN INDIA: Definition and Objectives, Functions of Trade Union, Growth of Trade unions - Legal framework of Trade Union, Structure of Trade Unions, Provisions of Trade unions act, 1926, Union recognition - Union problems.

UNIT – II

COLLECTIVE BARGAINING: Nature and Legal framework of collective bargaining – Levels of bargaining - Collective agreements. Management relations in the post, liberalized India, Changes in the legal framework 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 – III

TRIPARTISM AND SOCIAL DIALOGUE: Types and levels of Tripartism, social dialogue and the reform process.

Strengthening the tripartite social dialogue, role of government in industrial relations.

UNIT – IV

LABOUR LEGISLATION-I AND ITS AMENDMENTS: Factories act 1948, Contract Labour (Regulation and Abolition) Act 1970, 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 – V

LABOUR LEGISLATION-II AND ITS AMENDMENTS:

Grievance – Definition, employee grievances, Causes of grievances, Procedure involved in grievance handling, code of discipline. Industrial Dispute Act 1947 - Nature and scope of industrial disputes, causes and consequences of industrial disputes, prevention.

Settlement of industrial disputes in India – Conciliation, Arbitration and Adjudication machineries – Labour Courts, National Tribunal and Industrial Tribunal.

TEXT BOOKS:

1. C.S. VenkataRatnam, Manoranjan Dhal (2017), *Industrial Relations*, 2nd Edition, Oxford University Press, India
2. P.R.N.Sinha, InduBala Sinha, SeemaPriyadarshiniShekar (2017), *Industrial Relations, Trade Unions and Labour Legislations*, 3rd Edition, Pearson Education, India.

REFERENCE BOOKS:

1. B D Singh (2009), *Industrial Relations & Labour Laws*, Excel Publications
2. P K Padhi (2009), *Labour and Industrial Laws*, PHI Learning Private Ltd.
3. Memoria and Gauskar (2009), *Dynamics of Industrial Relations*, Himalaya Publishing House Private Ltd.
4. ArunMonappa (2009), *Industrial Relations*, Tata McGraw Hill.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

CONSUMER BEHAVIOR AND MARKETING RESEARCH (PROFESSIONAL ELECTIVE – I)

Course Code: **C4029**

L	T	P	C
4	0	0	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.

SOCIAL AND CULTURAL ENVIRONMENT: Economic, demographic, cross cultural and socio-cultural influences, social stratification, reference groups and family influences, personal influence.

UNIT - II

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.

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

UNIT - III

CONSUMERISM: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

CONSUMER PROTECTION: 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 - IV

MARKETING RESEARCH - Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Planning the Research Process- Introduction, Research Process: An Overview, Formulation of a Problem, Research Methods, Research Design.

Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing, Components of Research Proposal, Components of Research Paper

UNIT - V

RESEARCH DESIGN- Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Data Collection Sources and Methods: Introduction, Meaning and Nature of Secondary Data, Advantages of Secondary Data.

Designing a Questionnaire- Introduction, Questionnaire Design, Questionnaire Building, Process of Questionnaire Design

TEXT BOOKS:

1. Leen G. Schiffman, L. H. Kanuk 2009, *Consumer Behaviour*, Pearson Education, India.
2. Marketing Research: Text and Cases Rajendra Nargundkar 3rd Edition Mcgrawhill 2016

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.
4. N. Venkat Rao, P. Naga Raju 2011, *Consumer Behaviour*, Students Helpline Publishing House Private Limited, Hyderabad.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

RETAIL MANAGEMENT (PROFESSIONAL ELECTIVE – II)

Course Code: **C4030**

L	T	P	C
4	0	0	4

UNIT - I

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

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

UNIT - II

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

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

UNIT - III

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.

RETAILING IN INDIA: The present Indian retail scenario, factors affecting retailing in India, region wise analysis of Indian retailing, retailing opportunities in India.

UNIT - IV

CUSTOMER RELATIONSHIP MANAGEMENT: CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

RETAIL PLANNING: Strategic retail planning process, factors to be considered for retail planning. Human resource & administrative strategy.

UNIT - V

FRANCHISING: Concept of franchising, evaluation of franchising, type of franchisees, Problems associated with franchisees,

DESIGNING THE STRUCTURE: Designing the organizational structure for retail firm, retail organization structures.

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, New Delhi.
2. Judy Strauss, Aclael .E, Ansary Raymond Frost 2009, *E- Marketing*, 3rd 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, New Delhi.
5. Fernie 2009, *Logistic and Retail Management*, Kogan Page, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

SERVICE MARKETING (PROFESSIONAL ELECTIVE – III)

Course Code: **C4031**

L	T	P	C
4	0	0	4

UNIT - I

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

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

UNIT - II

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

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

UNIT - III

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 - IV

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.

MARKETING PLANS FOR SERVICES: The marketing planning process, strategic context.

UNIT – V

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

MARKETING STRATEGIES: Situation review, marketing strategy formulation, resource allocations and monitoring marketing planning and services.

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

CYBER SECURITY (PROFESSIONAL ELECTIVE – I)

Course Code: **C4032**

L	T	P	C
4	0	0	4

UNIT - I

INTRODUCTION TO CYBER SECURITY: Overview of Cyber Security, Internet Governance – Challenges and Constraints, Cyber Threats:- Cyber Warfare-Cyber Crime-Cyber terrorism-Cyber Espionage, Need for a Comprehensive Cyber Security Policy, Need for a Nodal Authority, Need for an International convention on Cyberspace.

UNIT - II

CYBER SECURITY VULNERABILITIES: Cyber Security Safeguards, Cyber Security Vulnerabilities-Overview, vulnerabilities in software, System administration, Complex Network Architectures, Open Access to Organizational Data, Weak Authentication, Unprotected Broadband communications, Poor Cyber Security Awareness. Cyber Security Safeguards- Overview, Access control, Audit, Authentication, Biometrics, Cryptography, Deception, Denial of Service Filters, Ethical Hacking, Firewalls, Intrusion Detection Systems, Response, Scanning, Security policy, Threat Management.

UNIT - III

SECURING WEB APPLICATION: Services and Servers, Introduction, Basic security for HTTP Applications and Services, Basic Security for SOAP Services, Identity Management and Web Services, Authorization Patterns, Security Considerations, Challenges.

UNIT - IV

INTRUSION DETECTION AND PREVENTION: Intrusion, Physical Theft, Abuse of Privileges, Unauthorized Access by Outsider, Malware infection, Intrusion detection and Prevention Techniques, Anti-Malware software, Network based Intrusion detection Systems, Network based Intrusion Prevention Systems, Host based Intrusion prevention Systems, Security Information Management, Network Session Analysis, System Integrity Validation

UNIT - V

CRYPTOGRAPHY AND NETWORK SECURITY: Introduction to Cryptography, Symmetric key Cryptography, Asymmetric key Cryptography, Message Authentication, Digital Signatures, Applications of Cryptography. Overview of Firewalls- Types of Firewalls, User Management, VPN Security Security Protocols: - security at the Application Layer- PGP and S/MIME, Security at Transport Layer- SSL and TLS, Security at Network Layer-IPSec.

TEXT BOOKS:

1. CHANDER, HARISH, "Cyber Laws And It Protection", PHI Learning Private Limited, Delhi, India

REFERENCE BOOKS:

1. Charles P. Pfleeger, Shari Lawerance Pfleeger, "Analysing Computer Security", Pearson Education India.
2. V.K. Pachghare, "Cryptography and information Security", PHI Learning Private Limited, Delhi India.
3. Dr. Surya Prakash Tripathi, Ritendra Goyal, Praveen kumar Shukla, "Introduction to Information Security and Cyber Law" Willey Dreamtech Press.
4. Schou, Shoemaker, "Information Assurance for the Enterprise", Tata McGraw Hill.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

ENTERPRISE RESOURCE PLANNING (PROFESSIONAL ELECTIVE-II)

Course Code: **C4033**

L	T	P	C
4	0	0	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. Business Intelligence Systems: Data Mining, Data Warehousing, On-line Analytical Processing (OLAP).

UNIT - III

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

UNIT - IV

ERP MODULES : Finance, Controlling, Accounting system, Manufacturing and Production Systems. Sales and Distribution Systems, Human Resource Systems. ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to attain Success, User Training, Maintaining ERP and IS.

UNIT - V

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

INFORMATION SYSTEMS, CONTROL AND AUDIT (PROFESSIONAL ELECTIVE-III)

Course Code: C4034

L	T	P	C
4	0	0	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: Security management controls, operations management controls quality assurance management controls. **The Application Control Framework:** Boundary controls, input controls, communication controls. 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 - V

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.

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

SUMMER INTERNSHIP

Course Code: C4035

L	T	P	C
0	3	0	2

Course Objective: To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding Organizational dynamics.

Learning Outcomes: Students will be able to understand a) Management functions and Organizational structure b) organizational dynamics in terms of organizational behaviour, culture, climate c) Functional domain knowledge d) Processes and systems d) External and internal environment impact on the organization.

Approach to Summer Internship:

Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework. The students in consultation with supervisor / mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the College. The students can approach any business organizations / corporate of both public and private sectors, Government departments, Research organizations etc. for the summer internship. The students should do the internship during the summer break. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department for the Power point (PPT) presentation for evaluation along with Semester end examinations. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

(Open Elective – II)

Course Code: C4036

L	T	P	C
4	0	-	4

UNIT – I

Introduction to Supply Chain Management: Concept, Objectives, Scope and Functions of Supply Chain; Process view of a Supply Chain.

Supply Chain Drivers - Facilities, Inventory, Transportation, Information, Sourcing, Pricing; Obstacles to achieve Strategic fit, Role of Aggregate Planning in Supply Chain, Methods and Managing Supply and Demand.

UNIT - II

Logistics Management: Introduction, Difference between Logistics and Supply Chain; Inbound, Inter and Outbound Logistics; Integrated Logistics Management; 3PL, 4PL, Intermodal and Reverse Logistics.

Supply Chain Customer Service - The Marketing and Logistics interface, Customer Service and Customer Retention, Service-Driven Logistics System, Setting customer Service Priorities and Service Standards.

UNIT - III

Bench marking: Objectives, Bench marking Cycle, Process and types, Setting Bench marking Priorities.

Sourcing in supply chain: Role of Sourcing in Supply Chain Management, Supplier Scoring and Assessment; Supplier Selection and Controlling; The Procurement process, Sourcing Planning and Analysis; Global Sourcing.

UNIT - IV

Network design in Supply Chain: The role of distribution in the Supply Chain Management, factors influencing distribution network design; Transportation Fundamentals: The role of Transportation in Supply Chain, Factors influencing Transportation Decisions, Modes of transportation, Transportation documentation.

Coordination in Supply Chain: Introduction, Lack of Supply Chain Coordination and the Bullwhip effect, Impact of Lack of Coordination, Obstacles to Coordination in Supply Chain, Managerial levers to achieve Coordination.

UNIT V

IT in Supply Chain: The role of IT in the Supply Chain, The Supply Chain IT framework; CRM, Internal SCM, SRM; The future of IT in Supply Chain, Supply Chain IT in Practice.

Global Logistics and Global Supply Chain: Logistics in Global Economy, Change in Global Logistics, Global Supply Chain business process; Global Strategy; Global Purchasing, Global SCM.

TEXT BOOK

1. K.Sridhara butt, “*Logistics and Supply Chain management*”, Himalaya Publishers, New Delhi, 2009

REFERENCES

1. Sunil Chopra and Peter Meindl, “*Supply Chain Management: Strategy, Planning & Operations*”, Pearson Education, New Delhi, 2004.
2. Donald J Bowerfox and David J Closs, “*Logistics Management: The integrated Supply Chain Process*”, TMH, 2003.
3. D.K.Agarwal, “*Logistics and Supply Chain management*”, Mc millan Publishers, 2011.
4. B.Rajasekhar, Acharyulu, “*Logistics and Supply Chain management*”, Excel Books, New Delhi, 2009.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE-II)

Course Code: **C4037**

L	T	P	C
4	0	-	4

UNIT - I:

Principles and Practices - I: Introduction - Quality Gurus - Benefits of TQM – Quality Dimensions-Products and Services, Leadership and TQM, characteristics of Quality leaders. The Deming Philosophy.

Quality councils - Strategic Planning - Customer Satisfaction-Customer perception of Quality - service Quality - Customer Retention - Employee Involvement - Employee survey – Empowerment -Gain sharing - Performance Appraisal.

UNIT - II:

Principles and Practices - II: Continuous process Improvement - the Juran trilogy, - The PDCA Cycle – Kaizen - Reengineering. Supplier Partnership – Partnering – Sourcing -Supplier Selection - Supplier rating.

Performance Measures - Basic concept – Strategy - Quality cost - Bench marking - reasons for bench marking – Process - Understanding current performance - Pitfalls and criticism of benchmarking.

UNIT - III:

Tools and Techniques - I: Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards-Internal Audits.

Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process, Six Sigma.

UNIT - IV:

Tools and Techniques - II: Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation.

Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

UNIT - V:

Management Tools: Management Tools – Introduction - Forced field Analysis - Tree diagram - Process decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control.

Process Capability- Experimental Design-Hypothesis -Orthogonal Design -Two factors and Full factors-Quality Strategy for Indian Industries - Quality Management in India.

Text Book:

1. Joel E Ross : Total Quality Management, 3e, CRC press, 2015
2. Dale H. Besterfeild, Carlon Besterfeild: Total Quality Management, Pearson Education, 2015

Reference Books:

1. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
2. Poornima M Charantimath Total Quality Management, Pearson Education, 2015 Kanishka Bedi: Quality Management, Oxford, 2015.
3. Dr. S. Kumar , Total Quality Management, University Science Press, 2015

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

TECHNOLOGY MANAGEMENT (OPEN ELECTIVE – II)

Course Code: **C4038**

L	T	P	C
4	0	-	4

UNIT - I

THE PROCESS OF TECHNOLOGICAL INNOVATION: The need for a conceptual approach, technological innovation as a conversion process, factors contributing to successful technological innovation.

Strategies For Research And Development: R&D as a business, resource allocation to R&D, R&D strategy in the decision making process, selection and implementation of R&D strategy. R & D and competitive advantage, new product development, techniques for creative problem solving.

UNIT - II

FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT PROJECTS: The need for cost effectiveness, R&D financial forecasts, risk as a factor in financial analysis.

Project selection formulae, allocation of resources, DCF and other techniques of evaluating R&D ventures.

UNIT - III

RESEARCH AND DEVELOPMENT: Programme planning and control, portfolio planning .project termination, New Product Development: New product development as a competitive strategy, for developing new products.

Commercialization of research outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

UNIT – IV

TECHNOLOGICAL FORECASTING FOR DECISION MAKING: The definition of technological forecasting, forecasting system inputs and outputs, classification of forecasting techniques, organization for technological forecasting, current status.

UNIT-V

TRANSFER OF TECHNOLOGY: Modes of technology, price of technology transfer, negotiation for price of MOT.

TEXT BOOKS:

1. Tarek Khalil (2009), Management of technology- the key to competitiveness and wealth creation, Mc Graw Hill, Boston.

REFERENCE BOOKS:

1. Krishnamacharyulu, Lalitha (2009), Management of technology, Himalaya Publishing House, New Delhi.
2. V. K. Narayanan (2009), Management technology and innovation for competitive Advantage, Pearson Education, New Delhi, India.
3. White (2009), The management of technology and innovation, Cengage, India.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

DATA SCIENCES (OPEN ELECTIVE – II)

Course Code: C4039

L	T	P	C
4	0	-	4

Unit - I

Introduction to Data Science: Data, Data Science, Basic data exploration and visualization techniques in Microsoft Excel, Foundational statistics that can be used to analyze data.

Unit - II

Analyzing and visualizing data with power BI: Understanding key concepts in business intelligence, data analysis, and data visualization, Importing your data and automatically creating dashboards from services such as Market, Sales force, and Google Analytics, Connecting to and importing your data, then shaping and transforming that data, Enriching your data with business calculations

UNIT – III

Descriptive Analytics : Over view of Description Statistics (Central Tendency, Variability), Data Visualization- Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.

Unit - IV

Predictive Analytics: Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modeling.

Unit – V

Prescriptive Analytics : Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.

TEXT BOOKS:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition, 2017.

REFERENCE BOOKS:

1. Albright Winston, Business Analytics- Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
2. Sahil Raj, Business Analytics, Cengage Learning.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

RISK MANAGEMENT & DERIVATIVES (PROFESSIONAL ELECTIVE – IV)

Course Code: **C4040**

L	T	P	C
4	0	-	4

UNIT - I:

INTRODUCTION TO RISK MANAGEMENT: Risk Management Overview - Types of Risks -Impact of risk on organizations- scope of risk management.

Risk Management Levels, Risk management process - risk models- Risk identification and measurement.

UNIT - II:

RISK MANAGEMENT AND MEASUREMENT: Risk Management Tools, Regulatory Framework - Capital Adequacy requirements.

Interest rate risk, liquidity risk, Market risk, credit risk, exchange rate risk, Value at Risk, Cash Flow at Risk.

UNIT - III:

RISK MANAGEMENT TECHNIQUES: Forward And Future Contracts- Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity forward contract, Counterparty risk in the forward contract, .

Future Contracts, Cash Vs Physical Delivery, Pricing Future contracts, the role of expected future spot price, Impact of Financial market imperfections.

UNIT – IV:

RISK MANAGEMENT TECHNIQUES - OPTIONS: Structure of Option Market, Types of Options, Option Strategies, exercise price and option values, Principles of Call option Pricing and put option pricing.

Put - Call parity theorem, Option values and cash payouts, Option pricing, Arbitrage pricing and the Binomial Model, The Black- Scholes and Merton Model.

UNIT - V:

RISK MANAGEMENT TECHNIQUES – SWAPS: SWAP Market and its Evolution, Pricing and valuing - Interest rate swap, Pricing and valuing.

Currency Swap, Pricing and valuing - Equity Swap, Pricing and valuing – Commodity Swap, Swapations.

TEXT BOOKS

1. Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, 2013.
2. R. Madhumathi & M. Ranganatham, Derivatives and Risk Management, Pearson, 2012

REFERENCES

- 1) George E Rejda ,Financial Derivatives, Prentice Hall India,
- 2) Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 2003.
- 3) Jayanth Rama Varma, "Derivatives and Risk Management", TMH

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

INTERNATIONAL FINANCIAL MANAGEMENT
(PROFESSIONAL ELECTIVE – V)

Course Code: C4041

L	T	P	C
4	0	-	4

UNIT - I:

INTRODUCTION: An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM.

International Business Methods, steps involved in internationalization process, Recent changes and challenges in International Financial Management.

UNIT - II:

INTERNATIONAL FLOW OF FUNDS: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BOP Trends.

INTERNATIONAL MONETARY SYSTEM: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT - III:

FOREIGN EXCHANGE MARKET: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market.

Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

UNIT - IV:

EXCHANGE RATES: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk.

International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity.

UNIT - V:

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 - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

TEXT BOOKS:

1. Jeff Madura(2012), International Financial Management, Thomson.
2. P. G. Apte (2009), *International Financial Management*, Tata Mc Graw Hill, New Delhi.

REFERENCE BOOKS:

1. Madhu Vij (2012), International Financial Management, Excel.
2. V. A. Avadhani (2008), *International Financial Management*, Himalaya Publishing House, Hyderabad.
3. Srivastava (2009), *Multinational Financial Management* Excel Publications, Hyderabad.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

BANKING AND INSURANCE (PROFESSIONAL ELECTIVE –VI)

Course Code: **C4042**

L	T	P	C
4	0	-	4

UNIT –I:

INTRODUCTION TO BANKING: Meaning and definition of Banks, Features of a Bank, Types/kinds of banks, Customer- Bank and customer Relationship - Role of commercial banks in Economic Development.

Evolution of Banking in India: origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators Sources of Bank Funds.

UNIT –II:

USES OF BANK FUNDS: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features.

Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT –III:

REGULATION AND INNOVATIONS IN BANKING SYSTEM: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking.

Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

UNIT –IV:

INTRODUCTION TO INSURANCE: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages.

Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

UNIT-V:

LIFE INSURANCE AND GENERAL INSURANCE: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products - Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms – Health.

General insurance: Overview, Types, Third Party Administrators- Micro Insurance in India.

TEXT BOOKS

1. Peter.S.Rose & Sylvia. C. Hudgins: “Bank Management & Financial Services”, Tata McGraw Hill New Delhi, 2010.
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“Risk Management & Insurance”, Cengage Learning, New Delhi.
3. Reddy K S and Rao R N: “Banking & Insurance”, Paramount Publishing House 2013.
4. Neelam C.Gulati: “Banking and Insurance: Principles and Practice”, Excel Books, New Delhi 2011.

REFERENCES

1. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
2. Harold. D. Skipper & W. Jean Kwon: “Risk Management & Insurance, Perspectives in a Global Economy”, Blackwell Publishing New Delhi.
3. NIA: “Life Insurance Principles and Practices”, Cengage Learning, New Delhi,2013.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

**STRATEGIC HUMAN RESOURCE MANAGEMENT
(PROFESSIONAL ELECTIVE – V)**

Course Code: **C4043**

L	T	P	C
4	0	-	4

UNIT – I

STRATEGIC HUMAN RESOURCE MANAGEMENT: Strategic HRM definition, Meaning of strategic HRM, Aims of strategic HRM, Approaches to strategic HRM, Limitations to the concept of Strategic HRM.

HR STRATEGIES – HR strategies defined types of HR strategies, criteria for an effective HR strategy.

UNIT - II

FORMULATION AND IMPLEMENTING HR STRATEGIES: Fundamental process considerations, characteristics of the process, developing HR strategies, setting out the strategy, conducting a strategic review, implementing HR strategies.

IMPROVING BUSINESS PERFORMANCE THROUGH STRATEGIC HRM: Impact of HR on Organizational performance, Impact of strategic HRM concept on practice. Strategic role of top management, Strategic role of front-line management, Strategic role of the HR director, Strategic role of HR specialist.

UNIT - III

STRATEGIES FOR IMPROVING ORGANIZATIONAL EFFECTIVENESS: Strategies for improving organizational effectiveness, organizational development, organizational transformation, culture management, knowledge management, commitment strategy, strategies for developing climate of trust, quality management strategies, continuous improvement strategies, customer service strategy.

RESOURCING STRATEGY: Definition, Objectives of resourcing strategy, Strategic HRM approach to resourcing, Integrating business and resourcing strategies, Bundling resourcing strategies and activities, Components of employee resourcing strategy, Human resource planning, Resourcing plans, Retention strategy, Flexibility strategy, Talent management strategy.

UNIT - IV

LEARNING AND DEVELOPMENT STRATEGY: Strategic HRD, Strategies for creating learning culture, Organizational learning strategies, Learning organization strategy, Individual learning strategies.

STRATEGIES FOR MANAGING PERFORMANCE – Performance Management definition, Purpose of performance management, Scope of performance management strategy, Process of performance management.

UNIT - V

REWARD STRATEGY: Reward strategy definition, characteristics of reward strategy, structure of reward strategy, content of reward strategy, guiding principles, developing reward strategy, effective reward strategies, reward strategy and line management capability.

EMPLOYEE RELATIONS STRATEGY: Employee relations strategy definition, concerns of employee relations strategy, strategic directions, background to employee relations strategies, HRM approach to employee relations, policy options, formulating employee relations strategies, partnership agreements, employee voice strategies.

TEXT BOOKS:

1. Michael Armstrong, (2016), *Strategic Human Resource Management A Guide to Action*, KOGAN PAGE, London and Philadelphia.

REFERENCE BOOKS:

1. Tanuja Agarwala, (2007), *Strategic HRM*, Oxford University Press
2. Armstrong M & Baron A (2006) *Handbook of Strategic Human Resource Management*, Jaico Books India.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

ORGANISATION DEVELOPMENT (PROFESSIONAL ELECTIVE – V)

Course Code: **C4044**

L	T	P	C
4	0	-	4

Unit - I

GENERAL INTRODUCTION TO OD: Overview of the field of OD-Definitions of OD, History of OD and its evolution.

Growth and relevance of OD-Characteristics of OD, Underlying assumptions and Values in OD.

Unit - II

FOUNDATIONS OF OD: Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work.

Parallel learning structures in OD, A 'normative-reductive' strategy of changing, Applied behavioural Science, Action Research as a process and as an approach.

Unit - III

MANAGING THE OD PROCESS: Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of the classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions.

The program management component, Conditions for optimal success of OD, Issues in Consultant-Client Relationship.

Unit - IV

HUMAN PROCESS INTERVENTIONS: Human Process approaches: T-Groups-Process-consultation, Third party intervention, Team Interventions, Techniques and exercises used in Team interventions: Role Analysis Technique, Role Negotiation Technique, Responsibility Charting, Force Field Analysis, Broad Team Building interventions.

ORGANIZATIONAL PROCESS: Organization Confrontation, Inter-group Relations interventions, Grid OD.

Unit - V

TECHNO-STRUCTURAL AND STRATEGIC INTERVENTIONS: Techno-structural interventions: Structural Design-(i) Restructuring organization-Downsizing Reengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach-System Approach.

STRATEGIC INTERVENTIONS: Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations-Organizational Learning.

TEXTBOOKS:

1. Thomas G. Cummings and Christopher G. Worley (2015), "Organization Development and Change", Organization Development and Change, 10 Ed. Cengage Learning.
2. Wendell L. French, Cecil H. Bell, Jr., Veena Vohra (2018), "Organization Development", 2018, 6th Ed. Pearson Education.

REFERENCE BOOKS:

1. Thomas G. Cummings, Christopher G. Worley (2014), Organization Development and Change, 10 Ed. South-Western College Pub.
2. Reider Dale, "Organization & Development – Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

KNOWLEDGE MANAGEMENT & EMPLOYEE ENGAGEMENT (PROFESSIONAL ELECTIVE – VI)

Course Code: **C4045**

L	T	P	C
4	0	-	4

Unit – I

The nature of knowledge management–Alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker.
Features of knowledge intensive firm. Key processes in knowledge intensive firms.

Unit – II

Knowledge management framework of Hansen–Earl’s seven schools of knowledge management– Alvesson and Karreman’s knowledge management approaches.
Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

Unit – III

Organizational impacts of knowledge management-on people, processes, products and organizational performance. Factors influencing knowledge management.
Knowledge management assessment of an organization–importance, types and timing. Knowledge discovery systems.

Unit – IV

Employee engagement: Definition, Is employee engagement a western phenomenon? Identifying actively engaged employees.
Employee commitment and satisfaction does not equate to engagement, engagement versus satisfaction and loyalty, benefits of employee engagement.

Unit – V

Employee engagement and human capital management, employee engagement and the perception of the HR function, Is employee engagement worth the investment?
Measuring employee engagement, employee engagement surveys, different levels of employee engagement, identifying the key drivers of engagement in business, developing an employee engagement strategy and involvement.

TEXT BOOKS:

1. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc.
2. Sui Hai Juan, Review on Knowledge Management and Employee Engagement, University Malaysia Pahang,2019.
3. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition
4. Sarah Cook (2008), The Essential Guide to Employee Engagement: Better Business Performance through staff satisfaction. Kogan Page

REFERENCE BOOKS:

1. Thorne & Pellant, “The Essential Guide to Managing”, Viva Books. 9. Stuart Barnes(Ed) “Knowledge Management Systems”. Cengage Learning.
2. Dr.B.Rathan Reddy,Knowledge Management, Himalayan 2018,Second Edition
3. Donna Dickson, Fostering employee engagement: practical tools and best practice techniques
4. Brad Federman (2009) Employee engagement: A roadmap for creating profits, optimizing performance, and increasing loyalty, JOSsey-Bass

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

INTERNATIONAL MARKETING (PROFESSIONAL ELECTIVE – IV)

Course Code: C4046

L	T	P	C
4	0	-	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.

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

UNIT - II

INTERNATIONAL MARKET ENTRY STRATEGIES: Indirect exporting, domestic purchasing, direct exporting, foreign manufacturing strategies without direct investment, foreign manufacturing strategies with direct investment. Entry strategies of Indian firms.

INTERNATIONAL MARKETING CHANNELS: Channels, distribution structures, distribution patterns, factors effecting choice of channels challenges in managing an international distribution strategy.

UNIT - III

INTERNATIONAL PRODUCT MANAGEMENT: International product positioning, product saturation levels in global markets, international product life cycle, geographic expansion, strategic alternatives.

NEW PRODUCT LAUNCH: New products in international marketing, product in culture, brands in international market.

UNIT – IV

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

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

UNIT - V

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: 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 Lasca 2009, *International Marketing*, Wiley India, New Delhi.

4. Vasudeva 2006, *International Marketing*, Excel Publications, New Delhi.

5. Francis cherunillum 2009, *International marketing*, Himalaya Publications, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

ADVERTISING AND SALES MANAGEMENT (PROFESSIONAL ELECTIVE – V)

Course Code: **C4047**

L	T	P	C
4	0	-	4

UNIT - I

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

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

UNIT - II

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

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 - III

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

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

UNIT - IV

SALES MANAGEMENT- Introduction, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management.

NEW TRENDS IN SALES MANAGEMENT- Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management.

UNIT - V

CHANNEL MANAGEMENT- Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management.

EMERGING CONCEPTS IN DISTRIBUTION MANAGEMENT- Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

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

III SEMESTER

CUSTOMER RELATIONSHIP MANAGEMENT (PROFESSIONAL ELECTIVE – VI)

Course Code: **C4048**

L	T	P	C
4	0	-	4

UNIT - I

CUSTOMER RELATIONSHIP MANAGEMENT –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM.

INTEGRATED CRM: system –Planning and Managing CRM Programme - Application areas.

UNIT - II

CRM AS AN INTEGRATED BUSINESS STRATEGY: Nature of CRM strategy – Contents of CRM Strategy – Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.

CRM CONCEPTS - Acquiring customers, - Customer loyalty and optimizing customer relationships

UNIT - III

CRM MARKETING ASPECTS: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships.

CRM IMPACT - The relationship policy to improve size, quality and relationship with the customer base.

UNIT - IV

ANALYTICAL CRM: Relationship data management – Expanding the size of customer database - Data analysis – Concept of customer loyalty – customer value assessment.

CUSTOMER RETENTION STRATEGIES – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results

UNIT - V

OPERATIONAL CRM AND CRM IMPLEMENTATION: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings.

CAUSES FOR DISAPPOINTING CRM RESULTS – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

TEXT BOOKS:

1. Ed Peelen: "Customer Relationship Management" Pearson, Education
2. 2. Roger J Baran, Robert J Galka and Daniel P Strunk: "Customer Relationship Management" Cengage learning
3. 3. S.Shanmuga sundaram: "Customer Relationship Management" Prentice Hall of India. 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

IV SEMESTER

DECISION SUPPORT SYSTEM (PROFESSIONAL ELECTIVE-IV)

Course Code: **C4049**

L	T	P	C
4	0	-	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. Technical feasibility and financial viability of DSS, advantages and limitations of DSS contemporary practices. **Non-Optimizing Models Of DSS:** Simulation techniques and Monte- Carlo methods.

UNIT - IV

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

UNIT - V

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. 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*, 2nd edition, Pearson Education, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

DATA MINING AND DATA WAREHOUSING (PROFESSIONAL ELECTIVE-V)

Course Code: **C4050**

L	T	P	C
4	0	-	4

UNIT - I

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

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 - III

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-IV

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

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.

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*, 2nd 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

E - BUSINESS (PROFESSIONAL ELECTIVE – VI)

Course Code: **C4051**

L	T	P	C
4	0	-	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.

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 - III

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 - IV

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.

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

UNIT - V

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

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. Kamalesh 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.