

**RAJEEV GANDHI MEMORIAL COLLEGE OF ENGINEERING & TECHNOLOGY::NANDYL
AUTONOMOUS**

MASTER OF BUSINESS ADMINISTRATION

COURSE STRUCTURE

SEMESTER – I (28 Credits)

Code	Subject	Credits	Theory	Marks	Internal	External
E0001101	Management & Organizational Behavior	4	4	100	40	60
E0002101	Managerial Economics	4	4	100	40	60
E0003101	Financial Accounting For Analysis	4	4	100	40	60
E0004101	Statistical Methods for Management	4	4	100	40	60
E0005101	Business Communication	4	4	100	40	60
E0006101	Business Environment	4	4	100	40	60
E0007101	Case Study - I	2	3	50	50	
E0008101	IT Workshop	2	3	50	40	60

SEMESTER – II (30 Credits)

Code	Subject	Credits	Theory	Marks	Internal	External
E0009102	Human Resource Management	4	4	100	40	60
E0010102	Financial Management	4	4	100	40	60
E0011102	Marketing Management	4	4	100	40	60
E0012102	Production & Operations Management	4	4	100	40	60
E0013102	Management Information System	4	4	100	40	60
E0014102	Business Research Methods	4	4	100	40	60
E0015102	Operations Research	4	4	100	40	60
E0016102	Case Study - II	2	3	50	50	

SEMESTER – III (30 Credits)

CODE	Subject	Credits	Theory	Marks	Internal	External
E0017103	Business Law & Regulations.	4	4	100	40	60
E0018103	Logistics & Supply Chain Management	4	4	100	40	60
E0019103	Entrepreneurship and New Venture Planning	4	4	100	40	60
	Elective - I	4	4	100	40	60
	Elective – II	4	4	100	40	60
	Elective – III	4	4	100	40	60
	Elective - IV	4	4	100	40	60
E0036103	Case Study - III	2	3	50	50	

SEMESTER – IV (32 Credits)

CODE	Subject	Credits	Theory	Marks	Internal	External
E0037104	Business Strategy	4	4	100	40	60
E0038104	International Business	4	4	100	40	60
	Elective – V	4	4	100	40	60
	Elective – VI	4	4	100	40	60
E0047104	Comprehensive Project	12		Grade		
E0048104	Comprehensive Viva Voce	4		100		100

LIST OF ELECTIVE SUBJECT

CODE	ELECTIVES	PAPERS
E0020103 E0021103 E0022103 E0023103	Elective -I	Human Resource Planning Product & Brand Management E-Business Management Control system
E0024103 E0025103 E0026103 E0027103	Elective -II	Financial Institutions & Markets & Services Retail Management Training & Development Customer Relationship Management
E0028103 E0029103 E0030103 E0031103	Elective -III	Investment & Portfolio Management Sales & Distribution Management Performance Management Enterprise Resource Planning
E0032103 E0033103 E0034103 E0035103	Elective -IV	Risk Management & Insurance Advertising & Sales Promotion Management Reward Management Data Ware housing & Mining
E0039104 E0040104 E0041104 E0042104	Elective - V	Financial Derivative Service Marketing Organizational Development Decision Support System
E0043104 E0044104 E0045104 E0046104	Elective - VI	International Financial Management International Marketing Global Human Resource Management System Audit

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(E0001101) MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

1. **Role of Management** – Concept – Significance – Functions – Patterns of Management: Scientific – Behavioural – Systems – Contingency – Ethics and Social Responsibilities of Management – Management by Objectives.
2. **Decision Making** – Process – Techniques- Planning – Process – Problems – Components – Making It Effective.
3. **Controlling** - System of Controlling – Controlling Techniques – Making Controlling Effective – Organizing Process – Departmentation Types – Making Organizing Effective.
4. **Organisational Behaviour** – introduction - Understanding Individual Behaviour – Perception – Learning – Personality Types –Johari window- Transactional Analysis- Functional and Dysfunctional Behaviours.
5. **Group Dynamics** – Benefits of Groups – Types of Groups – Group Formation and Development – Team Decision Making – Training Groups for Team Work.
6. **Motivation** – Types of Motives – Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler – Motivating Managers and Workers.
7. **Leadership** – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Women and Leadership.
8. **Organizational Culture and Climate** – Change Management – Conflict Management – Organization Development.

REFERENCES:

1. Organisational Behaviour, Stephen P. Robbins, Pearson Education
2. Human Behaviour at Work, Keith Davis, Tata McGraw Hill
3. Management and Organisational behaviour, Pierce Gordner, Cengage
4. Principles of Management, Koonz, Wehrich and Aryasri, Tata McGraw Hill, 2004
5. Behaviour in Organizations, Jerald Green Berg & Robert A. Baron, Pearson Education
6. Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House.
7. Organisational Behaviour, Sarma, Jaico Publications, 2009
8. Management and Organisational Behaviour, Paul Hersey and Ken Blanchard, PHI

(E0002101) MANAGERIAL ECONOMICS

1. **Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist.
2. **Objectives of the firm:** Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.
3. **Basic economic principles** – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.
4. **Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.
5. **Production Analysis:** Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.
6. **Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.
7. **Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. **Pricing philosophy** – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.
8. **Profit Management:** Nature, scope, Theories of profit, Measurement policies, Cost – Volume- Profit Analysis.

REFERENCES:

1. Economics for Managers, Hirschey, Thomson, 2007.
2. Managerial Economics, Gupta, TMH 2009.
3. Managerial Economics, Economic Tools for Today's Decision Makers, Keat, Pearson Education,
4. Managerial Economics, Concepts and applications, Thomas Maurice:TMH 2006
5. Managerial Economics—A Problem Solving Approach, Froeb:Thomson, 2007.
6. Managerial Economics - Analysis, Problems, Cases, Mehta,P.L., Sultan Chand and Sons,
7. New Delhi, 2001

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(E0003101) FINANCIAL ACCOUNTING FOR MANAGERS

1. **Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP).
2. **The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.
3. **Valuation of fixed assets:** Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation.
4. **Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.
5. **Issue of Shares and Debentures:** Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.
6. **Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.
7. **Financial Analysis -II** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis.
8. **Accounting Standards** Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), Creative Financial Practices and Issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

References

1. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI,2009
2. Financial Accounting Management An Analytical Perspective, Ambrish Gupta, Pearson Education-2009
3. Financial Accounting Reporting & Analysis, Stice & Stice, Thomson-2007
4. Accounting –Text and Cases, Robert N.Anthony, David F.Hawkins and Kenneth A.Merchant, TMH, 2008.
5. Accounting for Management, Vijaya Kumar, TMH, 2009
6. Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2007.
7. Financial Accounting, Weygandt, kieso, kimmel, 4/e, Wiley India Edition, 2006..
8. Accounting for Managers, Made Gowda, Himalaya, 2009

(E0004101) STATISTICAL METHODS FOR MANAGEMENT

1. **Meaning and definition of Statistics** – Nature, Scope, Significance of statistics and mathematics – **Sources of data** – Types of data – Methods of data collection – Classification and Tabulation of data – Types of classification and tables – Rules of classification and tabulation.
2. **Frequency distribution** – Importance and different types of graphs and diagrams – Sampling techniques and sources.
3. **Measures of Central Tendency:** Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.
4. **Correlation:** Introduction, Significance and types of correlation – Methods of correlation – Co-efficiency of correlation.
5. **Regression** analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Interpretation of regression coefficients.
6. **Probability** – Meaning and definition of probability – Significance of probability in business application – Theories of probability –Addition and multiplication – Conditional laws of probability – Binominal – Poisson – Uniform – Normal and exponential distribution.
7. **Derivatives:** Derivative: Basic laws of derivative – Derivatives of some important functions – Higher order derivatives.
8. **Differentiation** : Calculation of certain limits through derivative – Marginal profit – Elasticity of demand with respect the price.

References:

1. Statistics for Management, Richard I Levin, David S.Rubin, Pearson, 2008
2. Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai.
3. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 2008
4. Statistics for Management, P.N.Arora, S.Arora, S.Chand
5. Mathematics for Management, Raghavachari.M, Tata McGraw Hill
6. Statistics for Management , Lerin, Pearson Company, New Delhi.
7. Business Statistics for Contemporary decision making, Black Ken, New age publishers, New Delhi.

(E0005101) BUSINESS COMMUNICATION

- 1. Concept of Communication** – Significance, Scope and functions of Business Communication – Process and dimensions of communication – Essentials of good communication – Channels of communication – Formal, informal communication – Upward, Downward, Horizontal communication – Grapevine Phenomenon.
- 2. Types of communication: Verbal – Oral Communication:** Advantages and limitations of oral communication, written communication – Characteristics, significance, advantages & Limitations of written communication.
- 3. Non verbal Communication:** Sign language – Body language – Kinesics – Proxemics – Time language and Haptics: Touch language.
- 4. Interpersonal communication** – Interpersonal communication – Communication models: Exchange theory – Johari window – Transactional analysis, Communication styles.
- 5. Managing Motivation** to Influence Interpersonal communication – Inter-personal perception – Role of emotion in inter personal communication.
- 6. Barriers to communication:** Types of barriers – Technological – Socio-Psychological barriers – Overcoming barriers. Listening – Types of listening – Tips for effective listening.
- 7. Report writing** – Formal reports – The elements of clear writing – Writing effective letters – different layouts of business letters – Informal reports – Writing good news and bad news – Meetings and oral presentations.
- 8. Interview** – formal – informal – interview techniques – Communication etiquettes.

REFERENCES:

1. Business Communication, Meenakshi Raman, Oxford University Press.
2. Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
3. English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
4. Business Communications,Hudson,5/e,Jaico Publications
5. Business communication for managers, Penrose, Raspbery, Myers, Cengage
6. The Skills of Communication, Bills Scot, Gower publishing company Limited, London.
7. Effective Communication, Harward Business School, Harward Business Review No.1214.
8. Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand

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(E0006101) BUSINESS ENVIRONMENT

1. **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.
2. **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.
3. **Monetary Policy:** Demand for and supply of money, Objectives of monetary and credit policy, Recent trends- Role of Finance Commission.
4. **Balance of Payments:** Structure, Major components, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.
5. **India's Trade Policy** – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank.
6. **WTO:** Nature and scope - Organisation and structure – trading blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning.
7. **Money and Capital market:** Features and components of Indian Financial system, objectives, features and structure of Money market and capital market, recent developments- Stock Exchanges, Investor Protection and Role of SEBI.
8. **Legal Framework:** Special features of The SICA (Special Provisions) 1985, BIFR, Consumer Protection Act, 1986,

REFERENCES:

1. Indian Economy, Dutt and Sundaram, S. Chand, New Delhi, 2009.
2. Essentials of Business Environment, K.Aswathappa, Himalaya, 2008.
3. Business Environment – Text and Cases, Justin Paul, TMH, 2009
4. Indian Economy, Misra and Puri, Himalaya, 2009.
5. Business Environment, Saleem, Pearson, 2008
6. Recent Economic Survey Report of Government of India.
7. Business Environment, Suresh Bedi, Excel, 2007.
8. WTO--Text & Cases, Palle Krishna Rao, 1/e, PSG Excel Series, 2005.

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(E0007101) CASE STUDY - I

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

Case study shall a practical course. The work load for the case study shall be three periods per week. Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

Internal Evaluation (for 50 Marks) At least two cases **per subject** shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal marks.

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(E0008101) INFORMATION TECHNOLOGY WORKSHOP

1. **Study of evolution of computers** - Generations – Computer Networks – Applications of computers in Management – Internet, E-Commerce, E-Business.
2. **MS-Word**-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web.
3. **MS Excel**-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.
4. **Data Analysis with Statistical Tools**-Use of Financial Tools-Use of other functions in Excel for data analysis.
5. **MS Power Point**-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics.
6. **Developing a Professional presentation** on Business Plans, Institutions, Products, People etc.,
7. **MS Access**-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.
8. **Overview of SPSS**, Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package.

REFERENCES:

1. Introduction to Computers and Communications-Sixth Edition-Tata McGraw Hill,
2. V.Rajaraman-Introduction to Information Technology, Prentice Hall India,
3. Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009
4. George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009
5. Cox et al- 2007 Microsoft Office System Step-by- Step, First Edition, PHI, 2007.
6. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall of India, 2007.
7. Lambert, Lambert III & Preperneau, Microsoft Office Access 2007 Step-by-Step, First Edition, Prentice Hall India, 2007.
8. Edition, Prentice Hall India, 2007.
9. David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press, 2007.

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(E0009102) HUMAN RESOURCE MANAGEMENT

1. **Planning Personnel Function:** Human Resource Development Systems - Personnel Management Environment in India Functions and Operations of Personnel Office - Manpower Planning, challenging influences HRM – Changing nature and meeting competitive challenges through HRM practices.
2. **HRM and competency building** – HRM and change management – HR as a strategic business partner – the role in providing sustainable competitive advantage.
3. **Employee Selection, Development and Growth:** Recruitment – Selection - Interviews – types of interviews – induction - socialization - Staff Training and Development Planning – methods of training – evaluation of training
4. **Motivation, Job Design and Appraisal:** Motivation and Productivity - Job Description, Analysis and Evaluation Employees Motivation and Job Environment - Performance Monitoring and Appraisal.
5. **Managing careers and compensation management:** Career development vs employee development – Career Development stages, choices and preferences – Models in career development. Economic Background and Employees compensation - Laws and Rules Governing Employee Benefits and Welfare - Compensation and Salary Administration.
6. **Performance Management** - an organizational model of performance management – purpose of performance management - performance measure criteria – approaches to measuring performance – performance appraisal methods – performance feedback – performance management and pay performance management for teams.
7. **Managing Industrial Relations:** Regulatory Mechanism Guiding - Industrial Relations - Employee Discipline - Suspensions, Dismissal and retrenchment - Employee Grievance Handling - Trade Unionism - Employers' Association - Collective Bargaining - Industrial Conflict Resolution - Industrial Democracy and Workers Participation in Management.
8. **Contemporary Issues in HRM:** work life balance – diversity management – talent management – quality of work life – employee branding – employer branding – whistle blowing policy.

REFERENCE:

1. Edwin B. Flippo : Personnel Management.
2. Dale Yoder Personnel Management and Industrial Relations.
3. Keith Davis; Human Resource Management.
4. Pigors & Mayers; Personnel Administrations.
5. C.B. Memoria, Personnel Management.
6. Arun Monappa; Personnel Management.
7. TN. Bhagoliwala; Human Resource Management.
8. Suri GK, 1976 Productivity, wages and Industrial Relations.
9. Dayal S. 1980, Industrial Relations System in India.
10. Monappa A, 1985, Industrial Relations.

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(E0010102) FINANCIAL MANAGEMENT

1. **The Finance Functions:** Nature, Scope and Objectives of Financial Management, evaluation of Financial Management - Finance Function - Financial Environment in India - Financial Planning, Forecasting and Analysis - Planning and Forecasting of short term and long term funds - Funds flow analysis - Cash Flow Analysis.
2. **Financing Decision:** Sources of funds - Relative merits and demerits, Capital Structure - Theories of capital structure - Factors affecting capital structure - Financing decision in practice - Leverage - Operating, Financial and combined leverage - Cost of capital - Costs of individual components of capital - Weighted Average cost of capital.
3. **Investment Decision:** Nature and Significance of Investment Decision - Estimation of cash flows - Capital Budgeting Process - techniques of investment appraisal: Pay back period; Accounting Role of Return, Time value of money - DCF Techniques - Net present value, Profitability Index and Internal Rate of Return – Investment Appraisal practices in Indian companies.
4. **Working Capital Decision:** Meaning - Classification and significance of working capital - Financing of Working capital - Component of working capital, Cash, Short-term marketable securities - Accounts Receivables and Inventories - Management of A/P & ST Borrowings – credit terms – financing current assets- customer credit.
5. Management of Current Assets – Cash, receivable and inventory. Cash budget receivable policy – credit terms – financing current assets- customer credit. Short term bank finance – bank norms for working – capital financing.
6. **Dividend Decision:** Meaning and Significance - Theories of Dividend - Determinants of Dividend - Dividend Policy - Dividend policies in practice - Legal aspects of Dividends - Bonus shares - Stock splits.
7. **Corporate Restructures:** Corporate mergers and acquisitions and take over – types of mergers – economic rationale for management – motives for managers – financial evaluation of managers – different approaches for valuation.
8. **Corporate value based management Systems** – Approaches – principle of good corporate governance

REFERENCE:

1. Van Horne, Financial Management and Policy, 12th ed. Prentice Hall of India.
2. Van Horne & Wachowicz, Jr. Fundamentals of Financial Management, 11th ed. Prentice Hall of India.
3. Prasanna Chandra, Financial Management : Theory and Practice.
4. I.M. Pandey, Financial Management : Vikas Publishers.
5. Richard A. Brealey, Principles of Corporate Finance.
6. I.M. Pandey, Ramesh Bhatt, Cases in Financial Management.
7. Hrishikes Bhattacharya, Working Capital Management : Prentice Hall of India.
8. Foster, Financial Statement Analysis - Pearson Education Publishers.
9. Vishwanath S.R, Corporate Finance (Theory and Practice), Response Books.
10. Satish B. Mathur, Working Capital Management & Control, New Age International

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(E0011102) MARKETING MANAGEMENT

1. **Marketing and its Applications:** Introduction to Marketing, Marketing in a Developing Economy - Marketing of Services, Societal marketing Concept, Indian Marketing Environment.
2. **Marketing segmentation and Targeting:** Market Segmentation - Marketing Organisations - Marketing Research and its Applications, Planning Marketing Mix –Developing and communicating a positioning Strategy.
3. **Understanding Customers:** Determinants of consumer - Behavior - Models of Consumer Behavior - Indian Consumer Environment.
4. **Product Management:** Product Decisions and Strategies - Product Life Cycle and New Product Development - Branding and Packing Decisions.
5. **New Product:** Classification of new products – New product development – Idea generation – Idea screening – Concept testing – Business analysis – Market testing – Commercialization.
6. **Pricing and Promotion Strategy:** Pricing Policies and Practices - Marketing Communications - Advertising and Publicity Personnel Selling and sales Promotion.
7. **Distribution and Public Policy:** Sales Forecasting – Distribution Strategy - Managing Sales Personnel - Marketing and Public Policy.
8. **Direct Marketing and Communication:** Word of mouth – Public relations & Direct marketing- Sales Force objectives, structure & size, compensation- Socially responsible marketing - internal and Rural marketing – Role of marketing Communication – Managing Mass communication – integrated marketing communication process

REFERENCE:

1. Philip Kotler; Marketing Management - Analysis, Planning and Control
2. Stanton W.J : Fundamentals of Marketing
3. J.C. Gandhi; Marketing - A Managerial Approach
4. Ramaswamy & Namkumari; Marketing Management in the Indian Context
5. Ramanuji Majumdar; Product Kindra, GS (ed) 1995, Marketing in Developing Countries.

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(E0012102) PRODUCTION & OPERATIONS MANAGEMENT

1. **Operations Management:** An Overview, historical development of POM, POM scenario today.
2. **Product and Process designing:** Product and process development – manufacturing process technology – CAD and CAM.
3. **Facilities Planning and Work Study:** Product Selection - Process Selection – Facilities - Location - Facilities layout and Materials Handling Capacity Planning – Method study – work measurement – Work design – Job design – Work sampling – Industrial Engineering techniques.
4. **Operations Planning and Control;** Planning and Control for Mass Production - Planning and Control for Batch Production - Planning and Control of Projects - Maintenance Management.
5. **Value Engineering, Quality Assurance and Scheduling:** Value Engineering -- Quality Assurance – scheduling in Job, Shop type production, Assignment and Sequencing, Scheduling in Mass, continuous and project type production, line balancing.
6. **Materials Management:** Purchase Systems and Procedure Inventory Management and Control; Deterministic and Probabilistic Models - Stores Management - Standardization, Codification and Variety Reduction - Waste Management.
7. **Aggregate planning:** Preparation of aggregate demand forecasting, specification of Organizational policies for smoothing Capacity Utilization, Determination of feasible production alternatives and determination of Optimal production strategy.
8. **Quality Management:** Economics of Quality Assurance and inspection and Quality Control – Acceptance Sampling – Theory control charts – Control charts for variable and Attributes – Total Quality of Management – ISO 9000 series standards – Six Sigma

REFERENCE:

1. Everett E. Adam, Jr. and Ronals, J.E. Ebert, Production and Operation's Management,, Concepts, Models and Behaviour.
2. S.N. Chary, Production and Operation's Management.
3. Elwood S. Buffa, Modern Production Management, Maclain JO and U Thomas, 1995. Operations Management

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(E0013102) MANAGEMENT INFORMATION SYSTEM

1. **Introduction to M.I.S:** Importance of information for management decision – systems approach and information – system development – information systems and architecture – quantitative techniques and management information system interfacing.
2. **Physical Design of Computer Subsystems:** Data base design – file design – Input Output and procedure design and system security.
3. **Information for Decision making:** Decision Marketing – Conceptual Foundation of Information Systems - Information Resource Management
4. **System Development:** Overview of Systems Analysis & Design – System Development Life Cycle - Designing on Line & distributed Environment - Design Consideration - Implementation and Control of Project.
5. **Computer Networks & Data Communications:** Trends in Information -Technology - Hardware Software - Data Communication Concepts - Computer Networks.
6. **Managing Corporation Data Resource:** Organizing Data Relational Data Base management Systems - Query Language DRIVIS implementation and Future Trends.
7. **System Audit and Control:** software engineering qualities – design, production, service software specifications, software quality assurance – testing security – coding techniques – detection of error – assessing the value and risk of information systems
8. **Systems methodology:** Objectives – Time and Logic, Knowledge and Human dimension – Software life cycle models – Verification and Valuation.

REFERENCE

1. Dickson, Gary W and James C. Wetherbe 1985. The Management information System, MGH, New Delhi
2. Award Elias M, 1990, Systems Analysis and Design, Richard D. Inwing Inc.
3. Black Uplless D. Data Gottimunications and Distributed Networks
4. Atre S, Data base Mn idural Techniques for Design, Performance & Management John Wiky A Sow; 1980; 5. Bhatnagar SC and KV Ramadevi, 1991 Computers and Information Management, A Primer for Practicing Managers, PHI, New

(E0014102) BUSINESS RESEARCH METHODS

1. **Meaning and importance of research** – Definition – Types of Business research. Scientific investigation: The Building Blocks of Science in research – deduction and induction. Process of research - Types of research - Defining research problem - Formulation of Hypothesis.
2. **Research Design** - exploratory research - descriptive research - casual research - sampling and sampling design - sampling techniques - simple random sampling - stratified sampling - systematic sampling - cluster sampling - multi stage sampling.
3. **Non-profitability sampling** - convenience sampling - judgement sampling - quota sampling - data collection - primary and secondary data - editing, coding and classification of data - tables and graphic presentation.
4. **Management and scaling** - Nominal scale - ordinal scale - interval scale - ratio scale - Guttman scale - Likert Scale - Semantic differential - non-parametric tests - Kolmogorov - Smirnov Test - runs - test for randomness - sign test - median test.
5. **Data Analysis** - Multi-variant analysis - multiple regression analysis - concepts and applications of discriminating analysis and factor analysis - preparation and presentation of research report.
6. **Technology and Business Research:** Information Needs of Business – Technologies used in Business research: The Internet, Email, Browsers & Websites – Role of Business research in managerial decisions – Ethics in Business research – Ethical treatment of participants – informed consents, rights to privacy, confidentiality.
7. **Observational Surveys:** Questionnaire construction – Organizing questions- Structured and unstructured questionnaires – guidelines for construction of questionnaire.
8. **Research Report:** Components – The Title page – Table of contents – the executive Summary – The introductory section – the body of the report – the final part of the report – Acknowledgements – references – Appendix – guideline for preparing a good research reports – oral presentation – deciding on the content – visual aids – the presenter – the presentations and handling questions.

REFERENCE

1. CR Kothari, Research Methodology, New Age International.
2. Maresh K Malhotra, Marketing Research, Pearson Education Asia, 2001.
3. Green, Donald & Tull, Research for Marketing decisions, Prentice Hall of India.
4. Brown, Marketing Research: A Structure for Decision making, Addison, Wesley Publishing Company.
5. Seigel and Castellan, Non-parametric Statistics for Behavioral sciences, McGraw Hill Book Company, New York.
6. Green Tull & Album, Research for Marketing Decisions, 5th Ed., Prentice Hall of India.
7. Sarma, Statistics Made Simple - Do it Yourself on PC, Prentice Hall of India

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MBA II-SEM

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(E0015102) OPERATIONS RESEARCH

1. **Introduction to OR:** OR - An Overview - Reviews of Probability - mid Statistics – Typical application of Operations Research.
2. **Programming Technology** - Linear Programming and Applications: Linear Programming- Graphical Method -Linear Programming - Simplex Method - Transportation Problem Assignment Problem.
3. **Queuing Theory: Basic concepts** - Importance of Probability - Models - M/M/P model and application.
4. **Programming Techniques** - Further Applications: Goal Programming - Integer Programming - Dynamic Programming Non-Linear Programming – the simplex solution to A minimizing problem, simplex methods, interpretation of significance of all elements in the simplex tableau.
5. **Game Theory, Simulation and Network Models:** Competitive Situations; Game Theory - Simulation - PERT and CP, Two persons Zero-sum games, pure strategies, games with saddle point, mixed strategies, Rules of Dominance.
6. **Transportation Model:** definition and application of the Transportation Model, Solution of the Transportation Problem.
7. **Queuing Theory:** basic elements of the queuing model, the poisson and Exponential distributions, queuing with combined arrivals and departures – Queues with priorities for service, Tandem – Queuing Decision models.
8. **PERT & CPM and Replacement Model:** Drawing Networks – Identifying critical path – probability of completing the project with in given time – Project crashing – Optimum cost and Optimum duration.

REFERENCE:

1. F.S. Hillerand G.J. Lieberman : Introduction to Operations Research Holden - Day Inc., San Francisco.
2. Cook, T.M. and R.A. Hussen: Introduction to Management Science, Prentice-Hall, Englewood – Cliffs.
3. Gupta M.P. and J.K. Sharma, Operations Research for Management, National Publishing House, New Delhi.
4. Lock D. Project Management Handbook, Gower, London.
5. Dennerbring, D.G. and M.K. Starr, Management Science-McGraw Hill Book company, New Delhi.
6. Cook; William P., Quantitative Methods for Management Decisions, McGraw Hill Book Company, New York.

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MBA II-SEM

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(E0016102) CASE STUDY - II

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

Case study shall a practical course. The work load for the case study shall be three periods per week. Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

Internal Evaluation (for 50 Marks) At least two cases **per subject** shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal marks.

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(E0017103) BUSINESS LAW & REGULATION

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

1. **Law of Contract -1872 (Part-I):** Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object.
2. **Law of Contract-1872 (Part-II):** Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract.
3. **Special Contracts: Indemnity and guarantee,** Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.
4. **Indian Partnership Act-1932:** Constitution of partnership,- Rights, duties and Liabilities of partners, Dissolution of partnership.
5. **Negotiable Instruments Act - 1881:** Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.
6. **Companies Act, 1956:** Steps and procedure for incorporation of the company, Company Management-Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.
7. **Income Tax Act -1961** - Important Provisions of Income Tax Act: Assessment year –Assessee, Gross Total Income, Procedure for advance payment of tax and tax deducted at source. Assessment procedure.
8. **Central Excise Act -1944:** .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT

REFERENCES :

1. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, 2006.
2. S.S. Gulshan, Mercantile Law, 2/e, Excel Books, 2004
3. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007
4. C.L.Bansal, Business and Corporate Laws, 1/e, Excel Books, 2006
5. S.N.Maheshwari & Maheshwari, Business Regulatory Framework, Himalaya Publishing House.2006

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MBA III-SEM

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(E0018103) LOGISTICS AND SUPPLY CHAIN MANAGEMENT

1. **Logistics Management**-Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management; Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.
2. **Customer Service** -Introduction, Nature, Concept and Components. Customer Service Cost, Strategic Customer Service Management and Measurement. Impediment to an effective Customer Service Strategy.
3. **Inventory Management**- Introduction, Concept, types, Functions; Elements of Inventory Costs;
4. Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement
5. Planning.
6. **Transportation**- Introduction, Functions; Elements of Transportation Cost, Modes of Transport,
7. Multi-Model Transport, Containerization, Selection of Transportation Mode.
8. **Supply chain Integration**: Coordination in supply chain – Inter functional coordination – Inter Corporate coordination.
9. **Network design decisions** – Network operations – Planning – Decision problem Models – information technologies in supply decision.
10. **Production in Supply chain management** – Purchasing in a supply chain management – financial issues in supply chain management – E-business and supply chain.
11. **Measuring performance in the supply chain**: Managing the supply chain – supply chain restructuring.

REFERENCE:

1. Supply chain logistics management, BowerBox, closs, cooper, 2/e, TMH, 2009
2. Supply chain management, Janat Shah, Pearson
3. Supply chain management concepts and cases, Rhaul V.Altekar, PHI, 2008
4. Supply chain management R.P.Mohanty and S.G.Deshmukh, Jaico, 2009
5. Logistics and supply chain management, K.Shridhara Bhat, Himalaya

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MBA III-SEM

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(E0019103) ENTREPRENEURSHIP AND NEW VENTURE PLANNING

1. **Entrepreneur** – meaning – Importance – Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development – its importance – Role of entrepreneurship – Entrepreneurial Environment.
2. **Aspects of Promotion** – Opportunity analysis, SWOT Analysis, Internal & External Environment analysis, Entrepreneurs and Legal Regulatory Analysis, Patents & Trademarks ,Intellectual Property Rights.
3. **Project Management:** Sources of business idea – Project classifications – identifications – formulation and design – Feasibility analysis –Technical, Financial, Marketing and Personnel – Preparation of Project Report – Social cost benefit analysis – Types of Projects EDP & Training.
4. **Project Finance:** Sources of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and Commercial bank –Appraisal of banks for loans. Institutional aids for entrepreneurship development – Role of DICs, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau– Approaching Institutions for assistance.
5. **Entrepreneurial Strategy:** Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and first mover disadvantages, Risk reduction strategies, Market scope strategy, Imitation strategies and Managing newness.
6. **Small Scale Industries:** Setting up small scale industries – location of enterprise – Steps in setting up an SSI unit – Problems of entrepreneurs – Sickness in small industries – Reasons and remedies – Incentives and Subsidies – Evaluating entrepreneurial performance.
7. **Women entrepreneurship** – Scope of Entrepreneurship among women – Promotional efforts supporting women entrepreneurs in India – Successful cases of women entrepreneurs.
8. **Rural Entrepreneurship and EDP's** – Need, Rural Industrialization – Role of NGO's – organizing EDP's need – objectives – Evaluation of EDP's.

REFERENCE:

1. Environment & Entrepreneur- B.C. Tandon
2. Dynamics of Entrepreneurial Development &Management - Vasent Desai
3. Entrepreneurship Development in India- C.B.Gupta & N.P.Srinivasan
4. Entrepreneurial Development - P. Saravanavel

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(E0020103) HUMAN RESOURCE PLANNING

ELECTIVE - I

1. **Introduction:** definition and concept of HRP, benefits, process. HRP components. HR planning and corporate strategies: HR planning as a strategic process-employees as Resources-goal attainment, linking HR process to strategy, involvement in strategic planning Process, strategic HR Planning model, staffing system.
2. **Job analysis:** meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.
3. **HR Forecasting:** Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert Forecasts- Delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting, regression analysis.
4. **Career planning and succession management:** definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.
5. **Introduction to Training & Development** - Training and Training needs Assessment, Training Design and Administration, Training methods, Technique & Aids, Training Strategy.
6. **Performance Appraisal & Training** - Learning through training, Adult Learning (Andragogy), Learning theories and learning Curve, Learning Styles.
7. **Learn staff Policy** – Downsizing – Retrenchment – Retirement – Redeployment – Exit Strategy
8. **Human Resource Information System** - Human Resource Accounting – Human Resource Auditing – Human resource Audit report for business development.

REFERENCES:

1. Human Resource Planning D.K Bhattacharya, Excel, 2008
2. Human Resource System Udai Prakash and T.V.Rao, Oxford, 2009
3. Man power planning and development of Human resources, Thomes H.Patters:John Wiley, 2009
4. Organisation and Man power planning Gardern, Me Beath, Business Books
5. Human Resource Planning MP, Institute of Royal Resource
6. Strategic Human Resource Management, Monical Belcont – Kenneth J.Mcbey, Cengage, 2009

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(E0021103) PRODUCT AND BRAND MANAGEMENT

Elective - I

1. **Product Management** – Concept – Need and Importance – Evolution of Product Management – Product Management Process – Role of Products – Levels of Products – Buy Grid analysis – Product Customization – Product focused Organizations – Role of Product Manager in Modern Marketing.
2. **Competitive Strategy for Products** – Market Mapping – Category Analysis - Competitor analysis – Customer analysis – Product portfolios – BCG Matrix – Shell’s Policy Matrix – Product mix and line decisions – Managing line extensions – Product Positioning strategies.
3. **Product Development and product Life cycle** – Product Innovation – Product Development Process – Factors affecting success or failures of new products – consumer adoption process – PLC management – special issues.
4. **Understanding Brands** – Brands in new economy – Brand Hierarchy – Brand personality – Brand Image – Brand Identity
5. **Concept of Brand** – Brand and Firm – Brands and Consumers - Brand Identity - Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution
6. **Brand Equity** – Brand Loyalty and Brand Equity – Building Brands – Brand Extension strategies – Brand Positioning – 3 Cs of Positioning – Competitive Positioning\
7. **Brand personality** – Assessment and change, financial aspects of Brand.
8. **Branding in different sectors** – Customer sector in Industrial sector, in retail, in service sector.

REFERENCES:

1. Ramanuj Mazumdar – Product Management in India – PHI Learning – New Delhi – 2009
2. Harsh V Verma - Brand Management – Text and Cases – Excel Books – New Delhi – 2008
3. Michael Baker and Susan Hart – Product Strategy and Management – Pearson Education – New Delhi – 2009
4. Donald R Lehman – Product Management – Tata McGraw Hill Pvt Ltd – New Delhi – 2005
5. S.A.Chunawalla – Product Management – Himalaya Publishing House – New Delhi – 2009

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(E0022103) E-BUSINESS

Elective - I

1. **Overview** :Definitions of Electronic Commerce/Electronic Business Categories of E-business (b2b, b2c, b2a etc) Introduction to Whiteley's Model (Electronic Markets, EDI, Internet Commerce)
2. **Historical Perspective**: Development of e-business in parallel to that of the WWW. Brief history of the Internet. Current situation on the web, (in terms of technology, worldwide distribution, usage, main problems...) A quick look towards the future – e-business.
3. **Impact of E-business on Society**: Issues related to the job market, work patterns, skills required and continuous learning. How local becomes global. Privacy and security issues. Information and knowledge.
4. **Electronic Markets**: Definition and use of Electronic Markets. Advantages and Disadvantages associated with Electronic Markets. Some functional electronic markets. The future of Electronic Markets.
5. **Electronic Data Interchange (EDI)**: EDI definition, (overview of advantages and disadvantages).Technical aspects of EDI. Business implications of EDI.
6. **Internet Commerce**: Basic elements of Internet based business. Internet shopping and the e-shop. Advantages and disadvantages of Internet based 'consumer' business.
7. **E-Business Today**: Current global situation. E-business according to predictions Future of E-Business. Recent Trends in E-Business.
8. **E-Business** and its impact on general Human Life.

REFERENCES:

1. E-business Roadmap for success, Ravi Kolkotaa & Maina Robinson, Person 2008
2. E-commerce, the Cutting Edge of business, Kamalesh K Bajaj & Debjani Nag TMH 2008
3. E-Commerce, Parg Diwan, Excel 2008
4. E-Business, Micheal P Papazoglou & Piter M.A.Ribbers ,I/e Wiley.

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(E0023103) MANAGEMENT CONTROL SYSTEM

Elective- I

1. **Management control system**-Nature, goal, congruence informal control, function of the controller
2. **Responsibility centers**- revenue centers- expenditures centres-profit centers
3. **Transferring prices**- objectives- methods-pricing corporate services
4. **Break-even-analysis**- breakeven concept-breakeven chart break even point margin of safety-angle of incidence-assumptions-uses and limitations of BEA (illustrations)
5. **Preparation of budget**- nature-process of budget-essentials of successful budgetary control system-preparation of various types of budget-cash budget-production budget-flexible budget
6. **Stranded costing and variance analysis**-elements of stranded costing system-advantages of stranded costing variance analysis-direct material cost variance-causes and control-labour cost variance
7. **Inventory control**- classification of inventory-objectives of effective inventory control-inventory control techniques-E.O.Q-control through ABC analysis
8. **Management control of service of originations**-non profit origination-professional origination-multi national firms

REFERENCES:

1. Management control system, Anthony. R.N, Govindarajan. V (Tata mc graw hill)
2. Management control system P.Saravanel, 2007, HPH
3. Management control system Pradeep Kumar Sinha 2009, excel books
4. Management control system Ghosh, PHI
5. Management control system Maciariello and Kriby, PHI
6. Modern Management control system, Merchant, Pearson

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(E0024103) FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

ELECTIVE -II

1. **Financial System** – Overview – Structure of Financial System – Components - Markets, Institutions, Instruments, Services – Functions of financial system – Role of Financial system in Economic Development.
2. **Money Market** – Functions – benefits – money market instruments – Treasury Bills market – Call/notice money market – commercial papers – certificate of deposits – commercial bills market – discount markets.
3. **Capital Market-Secondary Markets:** Stock Exchange – Organisation, Management & membership – functions – listing, trading and settlement – Bond market: Significance, functions, participants – Depositories and Custodians – National Securities Depository Ltd (NSDL), Central Depository Services (India) Ltd (CDSL), The Stock Holding Corporation of India Ltd (SHCIL).
4. **The Banking** - The public and private sectors – structure and comparative performance – commercial and cooperative banks.
5. **Non Banking Institutions** — mutual funds – growth of Indian mutual funds and its regulation – the Role of AMFI – Insurance co. – Role of IRDA.
6. **Regulatory Framework: RBI:** Functions and Role – Monetary Policy. SEBI: Objectives, Powers and functions – SEBI Regulations relating to Capital Markets – Investors’ Protection.
7. **Fee-based / Advisory services:** Stock broking – credit rating – investment banking – introduction – Functions and activities – challenges faced by investment bankers.
8. **Asset / Fund based financial services** - Lease finance consumer credit and high purchase finance – factoring – definition – function – advantages – evaluation – venture capital financing

REFERENCES:

1. Bhole L.M. & Jitendra Mahakud: Financial Institutions and markets, Tata McGraw-Hill Education Private Ltd., New Delhi.
2. Bharati V. Pathak: The Indian Financial System – markets, Institutions and Services, Pearson Education Pvt. Ltd., New Delhi.
3. Srivastava R.M. & Divya Nigam: Management of Indian Financial Institutions, Himalaya Publishing House, Delhi.
4. Clifford Gomez: financial Markets, Institutions and Financial Services, Prentice Hall of India Pvt. Ltd. New Delhi.
5. Guruswamy,S: Financial markets and Institutions Tata McGraw-Hill Education Pvt. Ltd.
6. Vasant Desai: The Indian Financial System and Development, Himalaya Publishing House, Mumbai, 2009.

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(E0025103) RETAILING MANAGEMENT

Elective- II

1. **Introduction to the world of retailing:** Advent of Retailing – Functions of Retailing – Types of Retailing – Customer buying behavior.
2. **Retailing Strategy:** Target Market and Retail format - Growth strategies – Strategic retail planning process – Factors to be considered for retail planning.
3. **Human Resource and Administrative strategy:** Designing the organizational structure for retail firm – Retail organization structures.
4. **Merchandize Management:** Merchandize planning – Sources of merchandize – category management – Buying systems to stores – Allocation of merchandize.
5. **Pricing and Communication strategies in retailing:** Retail Pricing strategies – Approaches for setting pricing – pricing adjustments - Using price to stimulate retail sales – Promoting the merchandize- Implementing an advertising plan.
6. **Store Management:** Objectives of good store design – store design – store layout – space planning – merchandize presentation techniques and atmospherics.
7. **Location Strategies:** Shopping centers – Freestanding sites – location and retail strategies – Factors affecting the demand for a reason or trade area – Factors affecting the attractiveness of the site.
8. **Retailing in India:** The present Indian scenario – Factors affecting the retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India – CRM in Retail management – prompt delivery, customer satisfaction after sales service.

REFERENCES:

1. Levy & Weitz, Retailing Management, 5th edition, TMH, 2005
2. A.J.Lamba, the art of retailing, 1st edition, TMH, 2003
3. Andrew J.Newmann & Petes Cullen, 1st edition, Thomson Learning, 2003
4. George H. Lucas, Robert P Bugh & Larry G.Gresham, 1997, 1st, AIP

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(E0026103) TRAINING AND DEVELOPMENT

Elective II

1. **Training Process:** An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules.
2. **Trainer & Training Institutions** - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP and EDPs.
3. **Evaluation of Training** - Training evaluation & ROI, Trainer of Training, Measurement Tools & Technique, Feedback Mechanism.
4. **Training Methods and Techniques:** Facilities Planning and Training Aids; Organizing the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India.
5. **Training Needs Assessment** – Definition & Purposes – components of need assessment – advantages – competency modeling - organization analysis – team work for conducting training needs analysis – selection of trainees.
6. **Design of Training programs** – Course content design – trainee skills development – facility design – trainee design – resistance in training – motivation of training – goal setting – pre-training communication – use of ice breakers to stimulate interest.
7. **Training Methods:** Indoor training methods: on-the-job training – Job instruction Technique – Coaching Off-the-job methods – Straight lectures – Discussion methods – Demonstrations – Games and simulations – Case studies – Role play – Behavior Modeling – Audio Visual enhancements to training – Static and Dynamic Media – Outdoor training methods – field games – leadership exercises.
8. **E-learning and Evaluation of T & D Programme:** E-learning methods – computer based training - programmed Instruction – Intelligent tutoring systems – Interactive multimedia –virtual reality monitoring and evaluation of training programme – conceptual model of training – effectiveness – evaluation criteria – kirckpatrck model

REFERENCES:

1. Employee training and development Raymond A.Noë TMH, 2009.
2. Effective human resource training and development strategy, B.Rathan Reddy Himalaya, 2009.
3. Donald L.Kirkpatrck and James D. Kirkpatrck, evaluating training programmes, Tata McGraw Hill, 2009.
4. Human resource development, Halder, Oxford, 2009.
5. Human resource development, R.Krishnaveni, Excel, 2009.
6. Effective training Banchand, Thacker, Pearson, 2009.
7. Training-theory and practice, Aparna Raj, Kalyani.

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(E0027103) CUSTOMER RELATIONSHIP MANAGEMENT

Elective -II

1. **Conceptual Foundations of CRM** - Evaluation of CRM – Building Customer relationship – Economics of CRM – The relationship selling Concept
2. **CRM in Consumer Markets** - Customer service and contact centres for CRM – Customer satisfaction and loyalty.
3. **Customer Acquisition** – Retention and development – Complaint management – Sales force automation
4. **Technological Tools for CRM** - Components of CRM solutions – Product offering in the CRM market space – Comparison of Siebel, ORACLE, MY SAP, People Soft – E-CRM.
5. **Managing CRM Project** – Planning CRM Programme.
6. **Technological and Operational Issues in Implementing CRM** - Benefits and Barriers to CRM.
7. **Customer Relationship Quality Management** - Designing and effective relationship management systems.
8. **CRM Road Blocks** – Privacy and ethics – Future of CRM

REFERENCES:

1. Customer Relationship Management, Jagadish Seth, TMH, 2008
2. Customer Relationship Management, Chaturvedi Mukesh
3. Customer Relationship Management, Peelan, Pearson
4. Customer Relationship Management, Roger J. Baron

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(E0028103) INVESTMENT AND PORTFOLIO MANAGEMENT

Elective III

1. **Investments:** The investment environment, classification and functions of financial markets and financial instruments.
2. **Securities trading** - types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets.
3. **Portfolio Theory** Concept of Risk, measuring risk and returns, Portfolio risk - measurement and analysis, mean - variance approach, business risk and financial risk and treatment in portfolio management.
4. **Equilibrium in Capital Market** The Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory, Market Efficiency.
5. **Equity Valuation Model** Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA).
6. **Mutual Funds** - Mutual Funds Growth of mutual funds in India, Structure. Performance evaluation of mutual funds, conventional theory, performance measurement with changing portfolio composition.
7. **Measurement of Risk** – Risk Factors – Risk classification – Systematic Risk – Unsystematic Risk – Standard deviation – Variance – Correlation Coefficient – Beta – calculating expected risk and returns.
8. **Portfolio management** – Process of portfolio management - diversification – modern portfolio – portfolio models – Markowitz Model – Sharpe Single Index model – Capital Asset pricing model.

References

1. Stephen H. Penman: Financial Statement Analysis and Security Valuation, TMH, 2004.
2. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, Prentice Hall, 2002.
3. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, Pearson Education, 2004.
4. Charles P. Jones, Investments Analysis and Management, eighth Edition, John Wiley & Sons, 2001.
5. Prasanna Chandra, Investment Analysis and Portfolio Management, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
6. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2001.

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(E0029103) SALES AND DISTRIBUTION MANAGEMENT

Elective III

1. **Introduction to Sales and Distribution Management:** Sales Management – Concept – Nature and Scope – Growth and Evolution of Sales Management – Contemporary issues in Sales Management - Distribution Management – Concept – Scope– Differences between Channels of Distribution and Physical Distribution – Linking of Sales and Distribution Management
2. **Personal Selling: Personal Selling** – Qualities of Salesmanship, Theories of Selling – Steps in Selling Process – Personal Selling and Sales Promotion – Selling Function – Different steps in Buying Decision Process – Buying Situations – Sales Organization – Sales Department Functions – Sales Forecasting and Control – Sales Budgets – Sales Quotas and Budgets.
3. **Sales Force Management Decisions** – Recruitment – Selection – Training –Motivating – Compensating and Controlling of Sales Force.
4. **Managing Channels of Distribution** : Distribution Management – Need for Distribution Channels – Marketing Channels – Selecting Channels of Distribution - Channel Policies – Motivating Channel Members – Channel Dynamics – Channel Cooperation – Channel Conflict – Channel Competition.
5. **Management of Logistics and Supply Chain Management:** Definition – Scope – Origin – Key Logistic Activities – Order Process – Inventory - Transportation and Storage – Developing Logistics Strategies – Extension into Supply Chain Management – International Sales and Distribution.
6. **Retail Management** - Introduction – Retail Marketing Mix and Positioning – developing and implementing Merchandise strategies – deciding on the customer service levels – trading format – customer communication strategy in retail outlets
7. **Designing Channel Systems** – Channel Design factor – Channel planning process – Ideal Channel structure – Training, motivating & evaluating channel members – Channel Design Comparison – Implementation.
8. **Managing the international Channels of distribution:** Introduction – Difference in customer – expectations across countries – international orientation of companies – model of entry decision – implications of entry modes.

REFERENCE:

1. Krishna K. Havaldar and Others – Sales and Distribution Management, TATA Mcgraw.Hill Co.
2. Louis W. Stern and Ansar – Marketing Channels, Prientice Hall India.
3. Dr. Matin Khan – Sales and Distribution Management, Excel Books.
4. S.A. Chunawala – Sales and Distribution Management, Himalaya Publishing House.
5. Mark W Johnstan and Others. – Sales Force Management, TATA Mcgraw.Hill Co.
6. Spiro – Stanton Rich – Management of Sales Force, TATA Mcgraw.Hill Co.

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(E0030103) PERFORMANCE MANAGEMENT

ELECTIVE -III

1. **Performance Appraisal** – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal: Process of performance appraisal, Performance Appraisal vs Performance Management System, Concept of performance management, Process & elements Of performance management.
2. **Behavioral Performance Management** - Learning Theories - Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management or OB Mod.
3. **Potential Appraisal & HRD** - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.
4. **Performance Planning & Measuring Performance** - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement Classification of Performance Measures, Measurement issues Approaches & tools to measure organizational performance, Traditional and modern performance appraisal methods.
5. **Reward and Compensation Management:** Concept and types of compensation – Objectives – Competitive compensation design – Internal factors – External factors – Equity in Compensation systems – Fringe benefits – Objectives – Factors influencing Fringe benefits – Types of fringe benefits – Retirement benefits – statutory and tax aspects.
6. **Coaching and Counseling** – Coaching for performance improvement –concept - tips for effective coaching counseling – functions of counseling – steps in counseling process.
7. **Stock taking of performance** - Uses – Appraisal system design – process and approaches – appraisal methods – MBO and assessment centres – 360 degree Appraisal – Balance Score Card.
8. **Competency Analysis and Competency Mapping** - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

REFERENCES:

1. Performance Management, Herman, Auguinis, Pearson Education, 2009
2. Performance Management and appraisal system, T.V.Rao, Response, 2008
3. Performance Management, Kandula, PHI, 2009
4. Performance Management, Michael Armstrong, Kogan Pagem 2007

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(E0031103) ENTERPRISE RESOURCE PLANNING

Elective – III

1. **ERP: Enterprise Perspective:** An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.
2. **ERP: System Perspective:** Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems, Communication in ERP Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP
3. **ERP: Resource Management Perspective:** Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship, between ERP & BPR, ERP Implementation Life Cycle,
4. **ERP: Key Issues:** ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP, Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issue ERP Vendors, Key ERP Consultants in India, Future Directions in ERP.
5. **ERP as Integrated Management Information System,** Evolution of ERP, Benefits of ERP. ERP vs Traditional Information Systems Business Process Reengineering- need and challenges, Management concerns about BPR. BPR to build business Model for ERP
6. **ERP & Competitive advantage,** Basic Constituents of ERP, Selection criteria for ERP Packages. Procurement process for ERP Package) Overview of ERP packages – PEOPLE SOFT, SAP-R/3, BAAN IV, MFG/PRO, IFS/AVALON, ORACLE.
7. **Types of SCM,** potential benefits of SCM, possible obstacles, Application systems supporting SCM – engineering, Product Data Management, Sales, Procurement, MRP, Distribution.
8. **ERP Case Studies** in HRM, FINANCE, PRODUCTION, , SALES & DISTRIBUTION .

REFERENCES:

1. Enterprise Resource Planning – Concepts and Practices by Vinod Kumar Garg & N K Venkatakrishna, PHI.
2. Enterprise Resource Planning by S Sadagopan – PHI.
3. Enterprise Resource Planning – Alexis Leon Tata McGraw Hill, 1/e, 2003 Assignments.
4. Alexis, Leon (Ist Edition, 2000). ERP Demystified. Tata McGraw Hill. Garg, V.K. and Venket, Krishna, N.K., (Ist edition, 1997).
5. ERP Concepts and Practices. PHI Publications.
6. Sadagopan, S. (Ist Edition, 1999). ERP: A Managerial perspective. Tata McGraw Hill.

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(E0032103) RISK MANAGEMENT AND INSURANCE

Elective -IV

1. **Introduction to Risk** – Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Identification and Measurement, Risk Management Techniques: Non Insurance methods.
2. **Insurance as Risk Management** – Techniques Principles: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of utmost good faith, Requisites of Insurable Risks.
3. **Requirement of an Insurance Contract and aspects of Insurance coverage** - Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers.
4. **Risk Management and Shareholders Wealth** - Risk Retention / Reduction Decision, Alternative risk management, Hedging with derivative contracts
5. **Risk Aversion and Risk Management** – by individuals & Corporation, Loss Control, Types of Loss control, Optional Loss control when costs and benefits are known
6. **Analysis of insurance coverage** – legal aspects of insurance contracts – insurance contract analysis – property and liability coverage.
7. **Benefits programs** - Health care financing and health insurance – employee benefit plans – designing issues in employee benefit plan.
8. **Indian Insurance Industry** – Life insurance – General insurance – Growth, development and role of insurance in the economy – Regulation of Indian Insurance business.

REFERENCES:

1. Principles of risk management & insurance, George E.Rejda: 9th edition, Pearson education, 2009
2. Risk management (edited), Prof.K.Ramakrishna Reddy and Prof.P.Murali Krishna, Discovery publishing house, newdelhi, 2007
3. Principles of Insurance Management, Gulati:Excel, 2009
4. Risk management and insurance, Trieschmann, Cengage, 2009
5. Introduction to Risk management and insurance, Dorfman: 8/e, pearson, 2009

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(E0033103) ADVERTISING & SALES PROMOTION MANAGEMENT

Elective-IV

1. **Integrated Marketing Communications** Meaning – Definition - the Promotion Mix and IMC Planning Process. Introduction to Advertising – Scope – Objectives DAGMAR - 5Ms of Advertising – Functions and Importance Socio - Cultural and Ethical Dimensions of Advertising – Recent Trends in Advertising – Advertising for Social Causes.
2. **Organizing for Advertising**– Objectives & functions – Role of advertisement agencies functioning of advertisement agencies. Advertising agency skills and services, client agency relationship.
3. **Advertising Copy:** Meaning – Essentials of Good Advertising copy – Message Strategy – Copy Writing – Art Direction and Production – Advertising Copy for Print Media – Advertising Copy for Electronic Media – T.V., Radio, Internet – Creativity in Advertising.
4. **Advertising Media** – Planning and Strategy – Types of Media - Electronic Media–Out Door Media – Media Scheduling Decisions – Media Mix Decisions and an overview of Media Scenario in India.
5. **Advertising Budgets** – Planning for Advertising Budgets – Methods of Determining Advertising Budgets - Advertising Effectiveness - Need and Problems – Tools and Techniques of Measuring Communication Effectiveness and Sales Effectiveness of advertising.
6. **Advertising Agency and Advertising Industry and Regulation:** Structure of Indian Advertising Industry – Advertising Agencies – Media Companies and Supporting Organizations – Recent Trends in Indian Advertising .
7. **Advertising Agencies** – Functions – Selecting and Compensation to Advertising Agencies – Advertising Agencies in India. Legislation affecting advertising – Self Regulating code of advertising – Regulations Governing Different types of Advertising. Advertising council of India.
8. **Public Relations** – Publicity and corporate advertising – process of PR , publicity – power of publicity – control and dissemination of publicity – advantages and disadvantages

REFERENCE

1. Devi A Aakar & John Myer – Advertising Management, Prentise Hall of India.
2. Chunawala S.A. and K.C. Sethiya – Fundamentals of Advertising Theory and Practice, Himalaya Publishing House.
3. George, E. Belch & Michel A. Belch – Advertising and Promotion, Tata Macgraw Hill. Co.
4. Kruti – Shah and Alan D’ Souza – Advertising and promotion Tata Macgraw Hill. Co.
5. O’ Guinn Allen Semenik – Advertising Management, Cengage Learning.

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(E0034103) REWARD MANAGEMENT

Elective –IV

1. **Reward Management** – Concept, significance, Basis for compensation and influencing compensation practices, trends
2. **Compensation Determination** – Job Evaluation as basis conducting pay and Benefit surveys and Competency Analysis.
3. **Pay Structures** – Purpose and types, Graded Pay Structures, Broad Banding Rewarding individual and Team Contributions.
4. **Organisational Performance** – Performance Related Pay – Performance Management and Rewards, Shop floor Incentive Schemes, Skill based Pay, Competency related pay, Team Rewards, Relating Rewards to Organizational performance, Non Financial Rewards.
5. **Employee Benefits** – Allowances and Pension Schemes, Managing the reward systems for special groups, rewarding directors and senior executives.
6. **International Pay and Expatriates Rewards** - Rewarding sales staff, Managing reward Systems, Managing rewards with the help of computers.
7. **Statutory Provisions** – Wage Boards, Pay Commission – Pay Budget management – International Pay systems
8. **Pay Structures in different MNC's** – The Case of temperamental; talent, high performance through participative management, When and executive defectives, empowerment that came undone team based compensation: the HR Managers dilemma.

REFERENCES:

1. Compensation Management, Henderson, Pearson Education
2. Compensation Management, Milkovich Newman, TMH
3. Compensation Management, Sunil Bakshi, Paragon International
4. Compensation Management, Dr. Sakshi Vasudeva

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(E0035103) DATA WAREHOUSING AND DATA MINING

Elective - IV

1. **Managing Data:** Individual Data Management, Organizational Data Management, Components of Organizational Memory, Evaluation of Database Technology
2. **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.
3. **Database Systems in the Organizations:** 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 (DDL)C
4. **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.
5. **Data warehousing Introduction:** What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts.
6. **The Data warehouse Data Base:** Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization.
7. **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 Neighbour Approaches, Putting the Results to Use.
8. **Case Study**

REFERENCES

1. George M Markas: Modern Data Warehousing, Mining and Visualization, Pearson Education, New Delhi, 2009
2. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation, Pearson Education, 2001.
3. Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, Tata
4. McGraw- Hill, New Delhi, 2003.
5. Reema Thareja: Data Ware Housing, Oxford Uversity Press

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(E0036103) CASE STUDY - III

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

Case study shall a practical course. The work load for the case study shall be three periods per week. Total sessions in a semester shall be distributed for all the subjects. The concerned teaching staff shall select the cases of recent origin for discussion.

Internal Evaluation (for 50 Marks) At least two cases **per subject** shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal marks.

(E0037104) BUSINESS STRATEGY

1. **Introduction to Strategic Management** - Concept of Strategy – Levels – Strategic Decision Making-Strategic Management – Elements – Process – Model – Vision – Mission - Business Definition – Goals and Objectives – Balanced Scorecard Approach to Objectives-setting - Key Performance Indicators.
2. **Environmental and Organizational Appraisal** - Appraising the Environment-Factors affecting Environmental Appraisal - Internal Environment – Organizational Resources-Synergistic Effects – Competencies - Organizational Capability Factors-Methods and Techniques used for Organizational Appraisal-Preparing the Organizational Capability Profile.
3. **Corporate-Level Strategies** – Expansion – Stability – Retrenchment – Combination –Concentration – Integration – Diversification – Internationalization Strategies – Merger and Acquisition Strategies-Stability - Retrenchment - Turnaround - Combination Strategies, take over's and Joint ventures.
4. **Strategic Formulation** – Formulation of strategy at corporate, business and functional levels – types of strategies – Offensive strategy – Defensive strategy – Vertical integration – Horizontal strategy – tailoring strategy to fit specific industry company situation.
5. **Strategic analysis tools & techniques and diversification strategy:** Porter's five force model, BCG matrix, GE model, TOWS matrix, Market life cycle model and organizational learning and Experience Curve. Types of diversification strategies
6. **Strategy Implementation** – Strategy and Structure – Strategy and Leadership – Strategies for competing in Global markets and Internet economy – Resource allocation as a vital part of strategy – planning systems for implementation.
7. **Diversification Strategy** – Types of diversification strategies – related and unrelated – vertical and horizontal diversification strategy – concentric and conglomerated diversification strategy.
8. **Strategic Evaluation and Control:** An Overview of Strategic Evaluation and Control-Strategic Control- Operational Control-Techniques of Strategic Evaluation and Control-Role of Organisational Systems in Evaluation.

Reference:

1. Azhar Kazmi -Strategic Management and Business Policy, Tata McGraw Hill.
2. R.M.Srivastava-Management Policy and Strategic Management – Concepts, Skills and Practices Himalaya Publishing House.
3. V.S. Ramaswamy - Strategic Planning- Formulation of Corporate
4. S. Namakumari - Strategy Text & Cases The Indian Concept Macmillan Business Books.
5. Thomas L. Wheelen - Concepts in Strategic Management and J. David Hunger Business Policy Krish Rangarajan Pearson Education.
6. William J. Stevenson-Operations Management, Tata McGraw-Hill Pvt. Ltd., New Delhi,2007

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(E0038104) INTERNATIONAL BUSINESS

1. **International Business Environment** - Globalization - Forces, Meaning, dimensions and stages in Globalization - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler - Trading Environment of International Trade - Tariff and Non-tariff Barriers - Trade Blocks - Rise of new economies like Japan, South East Asia and China
2. **Country Risk Analysis AND International Marketing** - Political, Social and Economic - Cultural and Ethical practices - Responsibilities of International Business
3. **Managing Multinational Enterprises** - Problems and Potential - Multinational Service Organizations - Indian companies becoming multinationals - Potential, Need and Problem.
4. **Introduction to International Financial Management** - Balance of Trade and Balance of Payment - International Monetary Fund, Asian Development Bank and World Bank - Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in International Trade
5. **Bilateral and Multilateral Trade Laws** - General Agreement on Trade and Tariffs, (GATT), World Trade Organization - Seattle and Doha round of talks - Dispute settlement mechanism under WTO - Problems of Patent Laws - International convention on competitiveness.
6. **Economic Zones** - Objectives – Foreign Trade Zone – Economic processing Zones – Free Zone – Special Economic Zone – Net Foreign Exchange Earnings.
7. **Creation of Global Structures** – Developing Global competitiveness – International marketing strategies in different stages of Product Life Cycle.
8. **Global sourcing and its impact on Indian Industry** - Globalization and internal reform process - India's competitive advantage in industries like IT, Textiles, Gems & Jewellery etc. - Potential and threats.

References:

1. International Business Environment - Sundaram and Black.
2. International Business Environment - Bhalla and Raju.
3. International Financial Management - P.G.Apte.
4. International Business - Francis Cherulinam.
5. International Business - Rao and Rangachari.
6. Export Management – Rathod.
7. Global Business Today - Charles Hill

(E0039104) FINANCIAL DERIVATIVES

Elective - V

1. **Definition of Derivative Securities-** Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc. Examples of more sophisticated derivatives: barrier options, compound options, options on futures, swap and options, Underlying assets: equities, currencies, commodities and interest rates. Reasons for trading: risk management, speculation and arbitrage.
2. **Financial and Derivative Market** – Fundamental linkages between spot & Derivative Markets. The Role of Derivatives Market - Uses & Misuses of derivatives.
3. **Future and Forward marketing** – Structure of Forward and Future markets – mechanics of future markets – Hedging strategies – Using Futures.
4. **Determination of Forward and Future Prices** – Interest Rate Futures – Currency Futures and Forwards.
5. **Derivatives Pricing Theory** - Option Pricing - Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. Implied, options on dividend-paying assets, warrants and convertibles.
6. **Binomial models for option prices:** definitions and terminology - Continuous-Time Models. Futures Pricing: Pricing by arbitrage: relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price, futures on dividend-paying assets.
7. **Risk Analysis and Management** - Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives.
8. **Options and Futures Applications in India** - Structure of Indian stock markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices, Interactions between spot equity trading and trading in derivatives.

REFERENCE:

1. Financial derivatives, Mishra 2009
2. Risk management and derivatives stulz Cengage 2009
3. Derivatives and risk management Jayanth Rama Varma TMH 2008
4. Financial derivatives Gupta 1/e PHI 2008
5. Options, futures and other derivatives John C Hull 7/e pearson education 2009

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(E0040104) SERVICES MARKETING

Elective - V

1. **Introduction to Service Marketing** - Understanding Service, the Nature of Service Marketing, Classification of service.
2. **Service Consumer Behavior** - Understanding Consumer Behaviors, Customer expectations & perceptions, managing & exceeding customer service exportations, Strategic for influencing customer perception.
3. **Strategic Issues in Services Marketing** - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps in developing a positioning strategy, Developing and maintaining demand & capacity.
4. **The marketing mix and services** - The marketing mix elements, Traditional marketing mix - Product, price place, promotion & communication services, and extended marketing mix – people, process physical evidence in services.
5. **Challenges of service marketing** - Developing & managing the customer service function, Marketing planning for service; Developing & maintain quality ill services, Relationship marketing
6. **Service marketing** - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service
7. **Service Promotion** – The Role of marketing communication – Implication for communication Strategy – Setting Communication objectives – Marketing communication mix.
8. **Customer Relationship Marketing** – Relationship marketing – Strategic Responses to the intangibility of service performances – Complaints management – CRM programs.

REFERENCES

1. Service Marketing people technology, strategy, Christopher Lovelock, Wirtz, Chitterajee 6/e Pearson, 2009
2. Service Marketing – Integrating customer focus across the firm, Valarie A. Zeithamal and Mary JO-Bitner 4/e TMH 2009
3. Service Marketing concepts, planning and implementation Bhattarcharjee excel2009
4. Service marketing Srinivasan 2/e PHI 2009
5. Services – Marketing operations and management, Jauhari, Dutta Oxford 2009

(E0041104) ORGANISATIONAL DEVELOPMENT

Elective- V

1. **Organization Development:** Definition – Contributory Stems , Values, Assumptions.
2. **Beliefs in OD:** Values in Transition- Ethical issues in OD.
3. **Characteristics and Foundations of OD :** Systems Outlook – Third Wave Management and Organizational Transformation.
4. **Diagnostic Process and Areas of Diagnosis:** Action Research – As a Process and Approach – OD
5. **Interventions & Classification** – Team Interventions – Intergroup Interventions – Third party peace making intervention.
6. **Structural Interventions** – Comprehensive Interventions – Intergroup Interventions – Third party peace making Intervention.
7. **Other Interventions** – T-Groups, Behaviour Modeling , Life and Career Planning.
8. **Consultant Issues** – System Ramifications – Power Politics in OD – Future of OD

REFERENCES:

1. Wendell L. French Cecil Organization Development 6th Edition H.Bell, Jr.Veena Pearson Education, 2008 Vohra
2. Wendell L. French Organization Development and Transformation Cecil H. Bell Jr. Managing Effective Change, 6th Edition Robert A. Zawacki Tata McGrawHill, 2008
3. Cummings Organization Development & Change, 8th Edition Wor ley Cengage Learning India Pvt. Ltd. New Delhi, 05
4. Bhupan Srivatsava Organization Design & Development Concepts & Applications, Himal Impressions, New Delhi, 2009
5. Cummings & Worley Organization Development & Change, 8th Edition Cengage Learning Pvt. Ltd.

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(E0042104) DECISION SUPPORT SYSTEMS

Elective - V

1. **M.I.S and Its Role In Organizations** - Open-Systems and Closed Systems D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.
2. **Deterministic Models:** Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS
3. **Application of DSS:** Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.
4. **Non-Optimizing Models of DSS:** Simulation Techniques and Monte- Carlo Methods.
5. **Application of DSS:** Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.
6. **Introduction to Artificial Intelligence (AI):** An Overview of AI– AI Technologies in Business, Domains in AI, Neural networks.
7. **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.
8. **Case Studies.**

REFERENCES

1. V.S. Janaki Raman: Decision Support System, PHI Learning, New Delhi,2009
2. Mallah: Decision Support and Data Warehouse Systems, TMH New Delhi, 2002.
3. Turbon: DSS and Intelligent Systems, Pearson Education, 2010.
4. George M..Marakas: "Decision Support Systems in the 21st Century", 2/e, Pearson Education, New Delhi, 2008.

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(E0043104) INTERNATIONAL FINANCIAL MANAGERMENTS

Elective- VI

1. **International Financial System:** Meaning, scope and significance of International Finance. International Financial System – Components and environment. Finance function in global context – International Monetary System – fixed and floating systems – Balance of Payments (BOP). International Financial Institutions – World Bank – IMF – ADB
2. **Foreign Exchange Market:** Players and components, functions – Foreign Exchange Rates – Spot – Forward and Cross Rates. Theories of determining foreign exchange rate – International Parity condition. Indian Foreign Currency Market – Foreign Exchange Management Act (FEMA) – Recent Development (Problems and cases).
3. **Cross-border Investment Decisions:** Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment decisions, Incorporate Risk investment Decisions.
4. **Management of Foreign Exchange Risk:** Meaning and types of risk – Management of Translation, Transaction, and economic exposure.
5. **International Monetary System:** Forwards, Swaps, and interest rate futures, gold standard, Bretton woods system, exchange rate regimes, European Monetary markets.
6. **Financial Management of Multinational Firm** – Foreign Capital Budgeting Decisions – Cash Flow Management – Tax and Accounting implications of International activities (Simple Problems).
7. **Financing decisions of MNC's** – Introduction – The cost of capital - Capital structures – method of raising capital.
8. **Working Capital Management** – Cash management – Management of receivable – Inventory management – Financing Current Assets.

REFERENCE:

1. APTE P.G: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
2. Madhu Vij: International Financial Management, Excel Books, NewDelhi.2003.
3. Machiraju,H.R, International Financial Management, Himalaya Publishing House.
4. Alan C. Shapiro: Multinational Financial Management, Wiley India Pvt. Ltd., New Delhi.
5. Ephraim Clark: International Financial Management, Cengage Publications, Delhi.

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(E0044104) INTERNATIONAL MARKETING

Elective - VI

1. **International marketing** – Scope and Significance of International marketing. The strategic importance of international marketing. Differences between international and domestic marketing. Need for international trade, trends in foreign trade.
2. **International product management:** portfolios, standardization and adaptation. Evaluation of stability with reference to marketing and financial implications.
3. **International Marketing communication:** availability, constraints, suitability, selection of agencies.
4. **Distribution and logistics:** foreign market channel management. Appropriateness for financial, distribution, marketing and international trade purposes, customer service levels-demand generation and costs.
5. **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.
6. **International market Channels** – Channels distribution structures – distribution patterns – factors effecting choice of channels – the challenges in managing an international distribution strategy selecting foreign country market intermediaries – management of physical distribution of goods.
7. **Pricing and Promotion for international Markets** – Environmental influences on Pricing decision – Grey market goods – Transfer pricing – Global pricing – Policy alternatives – Global Advertising and branding – Selecting an advertising agency – personal Selling – Sales promotion and Publicity sponsorship promotion.
8. **Export Marketing** - Introduction to export marketing – Export policy decision of a firm – EXIM Policy of India – Export costing pricing – Export procedure and documentation – Export Assistance and Incentives in India.

REFERENCE:

1. International Marketing analysis and strategy, Sak Onkvisti, John J. Shaw 3/e PHI 2009
2. Global marketing management, Keegan Green 4/e Pearson 2008
3. International Marketing Phillip R.Cateora, John L. Grahm, Prashant Salwan, TMH 2009
4. International Marketing Vasudeva P.K 2008
5. Global Marketing Lee Carter Oxford 2008
6. International Marketing and Export Management Albauma 5/e pearson 2009

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(E0045104) GLOBAL HUMAN RESOURCE MANAGEMENT

Elective - VI

1. **International Human Resource Management:** Concept, expanding role – Global issues and challenges.
2. **Human and Cultural variables in Global Organizations:** Cross Cultural differences – Cross – Cultural Research Methodologies – Hofetede’s Hermes Study, Managerial Implications.
3. **International Staffing:** Nature, Source, Policies – Human Resource Planning – Recruitment and Selection for International Assignment – Training Expatriation – Repatriation
4. **Compensation Practices** – Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN’s and TCN’s
5. **Training and development** – Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issue.
6. **Appraisal in the Global Perspective** - Programmes and Agencies – Evaluation of Global HRM practices.
7. **International Industrial Relations** – Trade Unions, Collective Negotiations, Disputes/conflicts, Quality Circles and Participative Management and People management.
8. **People management** – USA – European countries, Asian countries and Middle East.

REFERENCE:

1. International Human Resource Management, Aswathappa, TMH, 2009
2. International Human Resource Management, Tony Edwards & Chris Rees, Pearson, 2008
3. International Human Resource Management, Rao P.L, Excel, 2008
4. International Human Resource Management, Subba Rao P, Himalaya, 2008
5. International dimensions of Human Resource Management, Dowling P.J, Thomson/Cengage, 2009
6. International dimensions of Organizational Behaviour, Adler N.J, Kent

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MBA IV-SEM

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(E0046104) SYSTEMS AUDIT

Elective - VI

1. **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.
 2. **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.
 3. **The Management Control Framework-II:** Security Management Controls, Operations Management Controls Quality assurance Management Controls.
 4. **The Application Control Framework-I:** Boundary Controls, Input Controls, Communication Controls.
 5. **The Application Control Framework-II:** Processing Controls, Database Controls, output Controls.
 6. **Evidence Collection:** Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires ,and Control Flowcharts. Performance Management tools.
 7. **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,
- 8. Case Study**

REFERENCES:

1. D P Dube: Information System Audit and Assurance, TMH, New Delhi,2008
2. Ron Weber, Information Systems Control and Audit, Pearson Education,2009.
3. S.A.Kelkar : Software Project Management, PHI Learning, New Delhi, 2009
4. Royce : Software Project Management, Pearson Education. New Delhi

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(E0047104) COMPREHENSIVE PROJECT

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

REFERENCES:

1. Business Essentials : Research Project, Viva,2009
2. Paul Oliver: Writing Your Thesis, Sage, 2009
3. M.K.Rampal & S.L.Gupta : Project Report writing, Paragon International, 2009
4. Micheal Jay Poonsky: David S Waller: Designing and Managing a Research Project, Sage 2009.

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MBA IV-SEM

T	P	C
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(E0048104) COMPREHENSIVE VIVA-VOCE

The objective of the Comprehensive Viva-Voce is to evaluate the skills required for the managers viz., Communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills along with the subject knowledge acquired by the students in the course of M.B.A and to analyze the managerial capabilities.

Students are required to undergo the One to One Interview with the External examiner appointed by the Controller.