

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

## **School of Management Studies**

Affiliated to JNTU-Anantapur, Approved by AICTE-New Delhi,  
Accredited by NBA-New Delhi, Accredited by NAAC of UGC with A-Grade  
**NANDYAL-518 501, KURNOOL Dist., A.P.**

# **MASTER OF BUSINESS ADMINISTRATION**



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**ACADEMIC REGULATIONS,  
COURSE STRUCTURE AND SYLLABI**  
APPLICABLE FOR STUDENTS ADMITTED INTO  
**M.TECH (REGULAR) FROM 2012-13**

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RAJEEV GANDHI MEMORIAL COLLEGE  
OF ENGINEERING AND TECHNOLOGY,  
NANDYAL-518501, KURNOOL (DIST), A.P., INDIA

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**AUTONOMOUS INSTITUTE**

**(Affiliated to J.N.T.U.A, Anantapur)**

**ACADEMIC REGULATIONS, COURSE STRUCTURE AND DETAILED SYLLABI**

**MBA (Regular) from 2012-13**

**For pursuing Two year Post graduate degree of study in Master of Business Administration (MBA) offered by Rajeev Gandhi Memorial College of Engineering and Technology, Nandyal - 518502 under Autonomous status and herein referred to as RGM CET (Autonomous):**

All the rules specified herein approved by the Academic Council will be in force and applicable to students admitted from the Academic Year 2012-13 onwards. Any reference to "Institute" or "College" in these rules and regulations shall stand for Rajeev Gandhi Memorial College of Engineering and Technology (Autonomous).

All the rules and regulations, specified hereafter shall be read as a whole for the purpose of interpretation as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, the Principal, Rajeev Gandhi Memorial College of Engineering and Technology shall be the Chairman, Academic Council.

**Academic Regulations 2012 for MBA (Regular)**

(Effective for the students admitted into first year from the Academic Year 2012-2013)

The MBA Degree of the Jawaharlal Nehru Technological University, Anantapur shall be conferred on candidates who are admitted to the program and fulfil all the requirements for the award of the Degree:

**1.0 Eligibility for admissions:**

Admission to the above program shall be made subject to the eligibility, qualifications and specialization prescribed by the Andhra Pradesh State Council of Higher Education (APSCHE) from time to time.

Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at ICET examination or on the basis of any other order of merit prescribed by Andhra Pradesh State Council of Higher Education (APSCHE) subject to the reservations prescribed by the Government of Andhra Pradesh from time to time.

**2.0 Award of MBA degree:**

- 2.1 The student shall be declared eligible for the award of MBA Degree, if he/she pursues a course of study and completes it successfully for not less than two academic years and not more than four academic years.
- 2.2 The student, who fails to fulfil all the academic requirements for the award of the degree within four academic years from the year of their admission, shall forfeit his seat in MBA course.
- 2.3 The minimum clear instruction days for semester shall be 95.

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**3.0 Attendance:**

- 3.1 The candidate shall be deemed to have eligibility to write end semester examinations if he has secured a minimum of 75% of attendance in aggregate of all the subjects.
- 3.2 Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the College academic committee consisting of Principal, Head of the Department and a senior faculty member.
- 3.3 Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
- 3.4 Shortage of attendance below 65% shall in no case be condoned.
- 3.5 The candidate shall not be promoted to the next semester unless he fulfils the attendance requirements of the previous semester.

**4.0 Course pattern , Credits and Evaluation:**

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

**Table 1: Credits**

Subject	Semester			
	Periods / Week	Credits	Internal marks	External marks
Theory	04	04	40	60
Practical	03	02	40	60
Comprehensive Viva-voce		04	--	100
Project		12		

**Table 2: Course pattern**

Year	Semester	No.of Subjects	Number of Labs	Total credits	
I	First	06	02	6X4=24 2X2=04	28
	Second	07	01(case study)	7X4=28 1X2=02	30
II	Third	03 04-EI	01(Case study)	7X4=28 1X2=02	30
	Fourth	02 02-EI Comprehensive Viva Project work	00	02X4=08 02X4=08 01X4=04 1X12=12	32

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	Total credits	120
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(Each group of electives will have four subjects and student has to select one subject from each elective group during 3<sup>rd</sup> and 4<sup>th</sup> semesters based on which the specialization of student will be decided.)

- 4.1 For the theory subjects 60 marks will be for the External End Examination. While 40 marks will be for Internal Evaluation, based on the better of the marks secured in the two Mid Term-Examinations held, one in the middle of the Semester (I-IV units) and another immediately After the completion of instruction(V-VIII) units with four questions to be answered out of six, evaluated for 40 marks. Each question carries 10 marks. Each midterm examination shall be conducted for duration of 120 minutes. The End Examination will have 08 questions and 5 questions are to be answered and each question carries 12 marks.
- 4.2 For practical subjects, 60 marks shall be for the End Semester Examinations and 40 marks will be for Internal evaluation based on the day-to-day performance. Laboratory examination for MBA course must be conducted with two Examiners, one of them being Laboratory Class Teacher and second Examiner shall be other than Class Teacher.
- 4.3 Student has to undergo a comprehensive viva pertaining to his specialization which carries 100 marks. He has to secure 50% marks to obtain required credits. Comprehensive viva will be held at the end of IV semester by a board consist of HOD, senior faculty member and external Examiner from outside the institute. For this, HOD of the Department shall submit a panel of 5 Examiners, who are eminent in that field. One from the panel will be selected by the principal of the institute as external Examiner for comprehensive viva.
- 4.4 The candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Examination and Internal Evaluation taken together.
- 4.5 In case the candidate does not secure the minimum academic requirement in any subject(as specified in 4.4.) he has to reappear for the Semester Examination either supplementary or regular in that subject, or repeat the course when next offered or do any other specified subject as may be required.
- 4.6 The candidate shall be allowed to submit the project report only after fulfilling the academic requirements of all the semesters. The viva voce examination shall be conducted at the end of the course work and after the completion of the end semester examination of the final semester.

#### 5.0 **Re-registration for improvement of Internal marks:**

*Following are the conditions to avail the benefit of improvement of Internal marks.*

- 5.1 The candidate should have completed the course work and obtained examinations results of all four semesters.
- 5.2 He should have passed all the subjects for which the Internal marks secured are more than 50%.

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- 5.3 Out of the subjects the candidate has failed in the examination due to Internal marks secured being less than 50%, the candidate shall be given one chance for each Theory subject and for a maximum of 03 Theory subjects for Improvement of Internal marks.
- 5.4 The candidate has to re-register for the chosen subjects and fulfil the academic requirements.
- 5.5 For each subject, the candidate has to pay a fee equivalent to one tenth of the semester tuition fee and the amount is to be remitted in the form of D.D. in favour of the Principal, RGM CET payable at RGM CET Nandyal branch along with the requisition through the HOD of the respective Department.
- 5.6 In case of availing the Improvement of Internal marks, the Internal marks as well as the End Examinations marks secured in the previous attempt(s) for the reregistered subjects stand cancelled.

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#### 6.0 Evaluation of Project / Dissertation work:

Every candidate shall be required to submit thesis or dissertation after taking up a topic approved by the Department.

- 6.1 Registration of Project work: The candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses of I to III semester).
- 6.2 An Internal Department Committee (I.D.C) consisting of HOD, Supervisor and One Internal senior expert shall monitor the progress of the project work. The project work carries no marks.
- 6.3 The work on the project shall be initiated in the beginning of 4<sup>th</sup> semester and continue throughout the semester. The duration of the project is for one semester. The candidate can submit Project thesis with the approval of I.D.C. at the end of 4<sup>th</sup> semester.
- 6.4 The student must submit status report at least in two different phases during the project work period. These reports must be approved by the I.D.C before submission of the Project Report.
- 6.5 The candidate shall be allowed to submit the thesis / dissertation after the completion of course work and then take viva voce examination of the project. The viva voce examination may be conducted once in two months for all the candidates submitted during that period.
- 6.6 Three copies of the Thesis / Dissertation certified in the prescribed form by the supervisor & HOD shall be submitted to the institute.
- 6.7 The Department shall submit a panel of three experts for a maximum of 5 students at a time. However, the thesis / dissertation will be adjudicated by the board consists of HOD, concerned supervisor and one external Examiner from other institute nominated by the principal from a panel of Examiners submitted by the Department to the Controller of Examination.

6.7

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6.8 If the report of the board is favourable viva voce examination, the board shall jointly report candidates work as:

1. Satisfactory
2. Not satisfactory

If the report of the viva voce is not satisfactory the candidate will retake the viva voce examination after three months. If he fails to get a satisfactory report at the second viva voce examination he will not be eligible for the award of the degree unless the candidate is permitted to revise and resubmit the thesis.

#### 7.0 Award of Class:

After the student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree he shall be placed in one of the following classes:

**Table 3: Award of class**

Class Awarded	% of marks to be secured	From the aggregate marks secured from the 120 Credits.
First Class with Distinction	70% and above	
First Class	Below 70% but not less than 60%	
Second Class	Below 60% but not less than 50%	

(The marks in Internal evaluation and End Examination shall be shown separately in the marks memorandum)

#### 8.0 Supplementary Examinations:

Apart from the regular End Examinations the institute may also schedule and conduct supplementary examinations for all subjects for the benefit of students with backlogs. Such of the students writing supplementary examinations as supplementary candidates may have to write more than one examination per day.

#### 9.0 Transcripts:

After successful completion of the total course of study a Transcript containing performance of all academic years will be issued as a final record. Duplicate transcripts will also be issued if required after the payment of requisite fee and also as per norms in vogue.

#### 10.0 Minimum Instruction Days:

The minimum instruction days for each semester shall be 95 clear instruction days excluding the days allotted for tests/examinations and preparation holidays declared if any.

#### 11.0 Amendment of Regulations:

The college may, from time to time, revise, amend or change the regulations, scheme of examinations and syllabi. However the academic regulations of any student will be same throughout the course of study in which the student has been admitted.

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#### 12.0 Transfers

There shall be no branch transfers after the completion of admission process.

#### 13.0 With holding of results:

If the candidate has not paid any dues to the institute or if any case of indiscipline is pending against him, the result of the candidate will be with held and he will not be allowed for the next semester. The issue of the degree is liable to be withheld in such cases.

#### 14.0 Transitory Regulations:

Candidate who have discontinued or have been detained for want of attendance are eligible for admission to the same or equivalent subjects as and when subjects are offered, subject to 4.4 and 2.0

#### 15.0 Rules of Discipline:

- 15.1 Any attempt by any student to influence the teachers, Examiners, faculty and staff of controller of Examination for undue favours in the exams, and bribing them either for marks or attendance will be treated as malpractice cases and the student can be debarred from the college.
- 15.2 When the student absents himself, he is treated as to have appeared and obtained zero marks in that subject(s) and grading is done accordingly.
- 15.3 When the performance of the student in any subject(s) is cancelled as a punishment for indiscipline, he is awarded zero marks in that subject(s).
- 15.4 When the student's answer book is confiscated for any kind of attempted or suspected malpractice the decision of the Examiner is final.

#### 16.0 General:

- 16.1 The Academic Regulation should be read as a whole for the purpose of any interpretation.
- 16.2 In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the College Academic Council is final.
- 16.3 The Institute may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the Institute.
- 16.4 *Where the words "he", "him", "his", occur in the regulations, they include "she", "her", "hers".*

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**ACADEMIC CURRICULUM 2012-13**

**MBA, I-SEMESTER (28 Credits)**

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<b><u>Code</u></b>	<b><u>Course Title</u></b>	<b><u>Credits</u></b>	<b><u>Theory</u></b>	<b><u>Marks</u></b>	<b><u>Internal</u></b>	<b><u>External</u></b>
<u>E0001101</u>	<u>Management &amp; Organizational Behavior</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0002101</u>	<u>Managerial Economics</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0003101</u>	<u>Financial Accounting &amp; Analysis</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0004101</u>	<u>Statistical Methods for Management</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0005101</u>	<u>Business Communication</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0006101</u>	<u>Business Environment</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0007101</u>	<u>Case Studies - I</u>	<u>2</u>	<u>3</u>	<u>50</u>	<u>50</u>	
<u>E0008101</u>	<u>IT Workshop</u>	<u>2</u>	<u>3</u>	<u>50</u>	<u>40</u>	<u>60</u>

**MBA, II-SEMESTER (30 Credits)**

<b><u>Code</u></b>	<b><u>Course Title</u></b>	<b><u>Credits</u></b>	<b><u>Theory</u></b>	<b><u>Marks</u></b>	<b><u>Internal</u></b>	<b><u>External</u></b>
<u>E0009102</u>	<u>Human Resource Management</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0010102</u>	<u>Financial Management</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0011102</u>	<u>Marketing Management</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0012102</u>	<u>Production &amp; Operations Management</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0013102</u>	<u>Management Information System</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0014102</u>	<u>Business Research Methods</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0015102</u>	<u>Operations Research</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0016102</u>	<u>Case Study - II</u>	<u>2</u>	<u>3</u>	<u>50</u>	<u>50</u>	



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**MBA, III-SEMESTER (30 Credits)**

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

**MBA, IV-SEMESTER (32 Credits)**

<b><u>CODE</u></b>	<b><u>Course Title</u></b>	<b><u>Credits</u></b>	<b><u>Theory</u></b>	<b><u>Marks</u></b>	<b><u>Internal</u></b>	<b><u>External</u></b>
<u>E0037104</u>	<u>Business Strategy</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0038104</u>	<u>International Business</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
	<u>Elective – V</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
	<u>Elective – VI</u>	<u>4</u>	<u>4</u>	<u>100</u>	<u>40</u>	<u>60</u>
<u>E0047104</u>	<u>Comprehensive Project</u>	<u>12</u>		<u>Grade</u>		
<u>E0048104</u>	<u>Comprehensive Viva Voce</u>	<u>4</u>		<u>100</u>		<u>100</u>

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**DIGITAL SYSTEMS AND COMPUTER ELECTRONICS**

**ELECTIVES**

<u>CODE</u>	<u>ELECTIVES</u>	<u>PAPERS</u>
<u>E0020103</u> <u>E0021103</u> <u>E0022103</u> <u>E0023103</u>	<u>Elective -I</u>	<u>1. Human Resource Planning</u> <u>2. Product &amp; Brand Management</u> <u>3. E-Business</u> <u>4. Management Control system</u>
<u>E0024103</u> <u>E0025103</u> <u>E0026103</u> <u>E0027103</u>	<u>Elective –II</u>	<u>1. Financial Institutions &amp; Markets &amp; Services</u> <u>2. Retail Management</u> <u>3. Training &amp; Development</u> <u>4. Customer Relationship Management</u>
<u>E0028103</u> <u>E0029103</u> <u>E0030103</u> <u>E0031103</u>	<u>Elective –III</u>	<u>1. Investment &amp; Portfolio Management</u> <u>2. Sales &amp; Distribution Management</u> <u>3. Performance Management</u> <u>4. Enterprise Resource Planning</u>
<u>E0032103</u> <u>E0033103</u> <u>E0034103</u> <u>E0035103</u>	<u>Elective –IV</u>	<u>1. Risk Management &amp; Insurance</u> <u>2. Advertising &amp; Sales Promotion Management</u> <u>3. Reward Management</u> <u>4. Data Ware housing &amp; Mining</u>
<u>E0039104</u> <u>E0040104</u> <u>E0041104</u> <u>E0042104</u>	<u>Elective – V</u>	<u>1. Financial Derivative</u> <u>2. Service Marketing</u> <u>3. Organizational Development</u> <u>4. Decision Support System</u>
<u>E0043104</u> <u>E0044104</u> <u>E0045104</u> <u>E0046104</u>	<u>Elective – VI</u>	<u>1. International Financial Management</u> <u>2. International Marketing</u> <u>3. Global Human Resource Management</u> <u>4. System Audit</u>

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MBA, I-SEMESTER	T	C
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**(E0001101) MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**

**UNIT-I**

**Role of Management** – Concept – Significance – Functions – Patterns of Management: Scientific – Behavioural – Systems – Contingency – Ethics and Social Responsibilities of Management – Management by Objectives.

**UNIT-II**

**Decision Making** – Process – Techniques- Planning – Process – Problems – Components – Making It Effective.

**UNIT-III**

**Controlling** - System of Controlling – Controlling Techniques – Making Controlling Effective – Organizing Process – Departmentation Types – Making Organizing Effective.

**UNIT-IV**

**Organisational Behaviour** – introduction - Understanding Individual Behaviour – Perception – Learning – Personality Types –Johari window- Transactional Analysis- Functional and Dysfunctional Behaviours.

**UNIT-V**

**Group Dynamics** – Benefits of Groups – Types of Groups – Group Formation and Development – Team Decision Making – Training Groups for Team Work.

**UNIT-VI**

**Motivation** – Types of Motives – Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler – Motivating Managers and Workers.

**UNIT-VII**

**Leadership** – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Women and Leadership.

**UNIT-VIII**

**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, Weihrich 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

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**(E0002101) MANAGERIAL ECONOMICS**

**UNIT-I**

**Introduction to Managerial Economics:** Definition - Nature & Scope of Managerial Economics – Relationship with other functional areas of economics- Production – Marketing – Finance – Personnel management – Operations Research – The Role of Managerial Economist.

**UNIT-II**

**Objectives of the Firm:** Managerial theories of firm – Behavioral theories of firm

**UNIT-III**

**Basic Economic Principle:** The concept of Opportunity Cost – Incremental concept – Time perspective – Discounting principle – risk & Uncertainty.

**UNIT-IV**

**Theory of Demand:** Demand Analysis – Elasticity of demand – Types & significance of Elasticity of demand – Demand estimation – forecasting techniques.

**UNIT-V**

**Production Theory:** production function – Cobb Douglas production function – production function with one or two variables – Isoquants – Isocosts – Law of Returns and returns to factors – Economies and diseconomies of scale

**UNIT-VI**

**Cost & Pricing philosophy:** Cost Concept – pricing methods – pricing strategies

**UNIT-VII**

**Market Structures:** Features and types of different competitive situations – price – output determinations in perfect competition – Monopoly – Monopolistic – Oligopoly both in long run and short run.

**UNIT-VIII**

**Profit Management:** Nature – Scope – Theories of profit – cost – Volume profit Analysis.

**REFERENCE:**

1. Allen, Wegelt, Doherty & Mansfield, "Managerial Economics - Theory, Application & Cases", 2010, 7th Ed.
2. Mark Hirschey, Log "Managerial Economics – An Integrative Approach", Cengage Learning.
3. Dominik Salvatore, "Managerial Economics", 2008, 6th Ed. Oxford University Press.
4. Geethika, Piyoli Ghosh, and P.R. Chaudhary "Managerial Economics", 2008, Tata McGraw Hills, New Delhi.
5. Robert Wasahik "Managerial Economics: A Strategic Approach", 2010, 2nd Ed. Routledge Publications.
6. D.M. Mithani, "Managerial Economics" 2008, Himalayan Publishing House.

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**(E0003101) FINANCIAL ACCOUNTING FOR MANAGERS**

**UNIT-I**

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP).

**UNIT-II**

**The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.

**UNIT-III**

**Valuation of fixed assets:** Tangible vs. Intangible assets, depreciation of fixed assets and methods of depreciation.

**UNIT-IV**

**Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.

**UNIT-V**

**Issue of Shares:** 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.

**UNIT-VI**

**Issue of debentures:** Entries for issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

**UNIT-VII**

**Financial Ratios:** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart -A Case study on Ratio Analysis.

**UNIT-VIII**

**Accounting Standards Issued by ICAI** (Focus on importance of Standards to give a general view on Financial Accounting practices), Creative Financial Practices and Issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

**REFERENCES:**

1. Asish K. Bhattacharyya, Financial Accounting for Business Managers-PHI,2006
2. Ambrish Gupta, Financial Accounting Management An Analytical Perspective, Pearson Education-2007
3. Stice & Stice, Financial Accounting Reporting & Analysis, Thomson-2007
4. Robert N.Anthony, David F.Hawkins and Kenneth A.Merchant, Accounting –Text and Cases, TMH, 2005.
5. Samuel C. Weaver, J. Fred Weston, Finance and Accounting for Non-financial Managers, Tata McGraw-Hill Publishing Co. Ltd., 2002.
6. Horngreen : Financial Accounting 8/e Pearson Education, 2007.
7. Ashok Banerjee, Financial Accounting, Second Edition, Excel Books, New Delhi, 2006.
8. Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Financial Accounting, Vikas Publishing House Pvt. Ltd., 2007.
9. Weygandt, kieso, kimmel, Financial Accounting, 4/e, Wiley India Edition, 2006..

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**(E0004101) STATISTICAL METHODS FOR MANAGEMENT**

**UNIT-I**

**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.

**UNIT-II**

**Frequency distribution** – Importance and different types of graphs and diagrams – Sampling techniques and sources.

**UNIT-III**

**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.

**UNIT-IV**

**Correlation:** Introduction, Significance and types of correlation – Methods of correlation – Co-efficiency of correlation.

**UNIT-V**

**Regression analysis** – Meaning and utility of regression analysis – Comparison between correlation and regression – Interpretation of regression coefficients.

**UNIT-VI**

**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.

**UNIT-VII**

**Derivatives:** Derivative: Basic laws of derivative – Derivatives of some important functions – Higher order derivatives.

**UNIT-VIII**

**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.

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**(E0005101) BUSINESS COMMUNICATION**

**UNIT-I**

**Managing Motivation - Goal Setting – Success strategies.**

**UNIT-II**

**Concept of Communication:** Significance, Scope and functions of Business Communication – Process – Principles of Communication – Barriers to communication – Channels of Communication- Formal, informal communication – Upward, Downward, Horizontal Communication- Grapevine Communication.

**UNIT-III**

**Non verbal Communication:** Body language – Kinesics – Proxemics – chronemics- Chronemics and Haptics- Business Etiquettes.

**UNIT-IV**

**Listening** –Types of Listening- ROAR Technique – Reading skills – Fiction Analysis – Leadership Wisdom by Robin Sharma.

**UNIT-V**

**Writing-** Formal Reports – The Elements of Clear writing – Writing effective letters – Different layouts of Business Letters.

**UNIT-VI**

**Business Deliberations:** Meetings and Oral Presentations – Negotiation Skills.

**UNIT-VII**

**Soft Skills** – Interpersonal Communication – Johari Window – Transactional Analysis, Inter personal competence – Daniel Golemn's concept of Emotional Intelligence in communication.

**UNIT-VIII**

**Interview** – formal – informal – interview techniques.

**REFERENCES:**

1. Business Communication, Meenakshi Raman, Oxford University Press.
2. Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
3. Business Communications,Hudson,5/e,Jaico Publications
4. Business communication for managers, Penrose, Raspbery, Myers, Cengage
5. The Skills of Communication, Bills Scot, Gower publishing company Limited, London.
6. Effective Communication, Harward Business School, Harward Business Review No.1214.
7. Essentials of Business Communication, Rajendra Pal, JS.Korlahhi, S.Chand
8. 'Leadership Wisdom from the Monk who sold his Ferrari' by Robin Sharma, Jaico Publishing House, 2003.

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**(E0006101) BUSINESS ENVIRONMENT**

**UNIT-I**

**Industrial Policies:** A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry.

**UNIT-II**

**Fiscal Policy:** Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India – Highlights of Budget.

**UNIT-III**

**Monetary Policy:** Demand for and supply of money, Objectives of monetary and credit policy, Recent trends.

**UNIT-IV**

**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.

**UNIT-V**

**India's Trade Policy** – Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank.

**UNIT-VI**

**WTO:** Nature and scope - Organisation and structure – trading blocks – role and functions of WTO in promoting world trade -- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti-dumping measures – Critical review of WTO functioning.

**UNIT-VII**

**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.

**UNIT-VIII**

**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. Business Environment, Saleem, Pearson, 2008
5. Recent Economic Survey Report of Government of India.
6. WTO--Text & Cases, Palle Krishna Rao, 1/e, PSG Excel Server.

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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 of two sessions of three periods each 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 40 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. **End Examination (for 60 marks):** Semester End Exam for the case study shall be conducted as a practical examination. Each student shall be given two cases for analyses. Two Examiners (one of them being the teacher of concerned subject of Cases obtained) shall evaluate the case analysis for a total of 60 marks.

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**(E0008101) IT 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. **Basic Networking.**

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**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 India, 2007.

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**(E0009102) HUMAN RESOURCE MANAGEMENT**

**UNIT-I**

**Planning Personnel Function:** Personnel Management Environment in India Functions and Operations of Personnel Office - Manpower Planning – Changing nature and meeting competitive challenges through HRM practices - HRIS.

**UNIT-II**

**Employee Selection, Development and Growth:** Recruitment – Selection - Interviews – types of interviews – Induction - Socialization - Staff Training and Development Planning – Methods of training – Evaluation of training

**UNIT-III**

**Motivation, Job Design and Appraisal:** Motivation and Productivity - Job Description, Analysis and Evaluation Employees Motivation and Job Environment - Performance Monitoring and Appraisal.

**UNIT-IV**

**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.

**UNIT-V**

**Performance Management** - Model of performance management – purpose of performance appraisal – approaches to measuring performance – performance appraisal methods – performance management and pay performance management for teams.

**UNIT-VI**

**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 - Workers Participation in Management.

**UNIT-VII**

**Contemporary Issues in HRM:** Work life balance – Diversity management – Quality of work life – Whistle blowing policy – Employee Empowerment.

**UNIT-VIII**

**Organizational Development** – OD Interventions and change management – Organizational Change and Development - HR as a strategic business partner

**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;

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**(E0010102) FINANCIAL MANAGEMENT**

**UNIT-I**

**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.

**UNIT-II**

**Investment Decision:** Nature and Significance of Investment Decision - Estimation of cash flows - Capital Budgeting Process - techniques of investment appraisal: Payback 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.

**UNIT-III**

**Financing Decision** - Leverage - Operating, Financial and combined leverage - Cost of capital - Costs of individual components of capital - Weighted Average cost of capital. Financing decision in practice

**UNIT-IV**

**Capital Structure:** Sources of funds - Relative merits and demerits, Capital Structure - Theories of capital structure - Factors affecting capital structure.

**UNIT-V**

**Financial Analysis:** Statement of changes in working capital, Funds from Operations, Preparation and analysis of Funds flow and Cash flow Statements.

**UNIT-VI**

**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.

**UNIT-VII**

**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.

**UNIT-VIII**

**Corporate value based management systems:** Approaches- principles 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.

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**(E0011102) MARKETING MANAGEMENT**

**UNIT-I**

**Marketing and its Applications:** Introduction to Marketing, Marketing in a Developing Economy - Marketing of Services, Societal marketing Concept, Indian Marketing Environment

**UNIT-II**

**Marketing segmentation and Targeting:** Market Segmentation - Marketing Organisations - Marketing Research and its Applications, Planning Marketing Mix –Developing and communicating a positioning Strategy.

**UNIT-III**

**Understanding Customers:** Determinants of consumer - Behavior - Models of Consumer Behavior - Indian Consumer Environment.

**UNIT-IV**

**Product Management:** Product Decisions and Strategies - Product Life Cycle and New Product Development - Branding and Packing Decisions.

**UNIT-V**

**New Product:** Classification of new products – New product development – Idea generation – Idea screening – Concept testing – Business analysis – Market testing - Commercialization

**UNIT-VI**

**Pricing and Promotion Strategy:** Pricing Policies and Practices - Marketing Communications - Advertising and Publicity Personnel Selling and sales Promotion.

**UNIT-VII**

**Distribution and Public Policy:** Sales Forecasting – Distribution Strategy - Managing Sales Personnel - Marketing and Public Policy.

**UNIT-VIII**

**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**

**UNIT-I**

**Operations Management:** An Overview, historical development of POM, POM scenario today.

**UNIT-II**

**Product and Process designing:** Product and process development – manufacturing process technology – CAD and CAM

**UNIT-III**

**Facilities Planning and Work Study:** Facilities - Location - Facilities layout and Materials Handling Capacity Planning – Method study – work measurement – Work design – Job design – Work sampling – Industrial Engineering techniques

**UNIT-IV**

**Operations Planning and Control:** Planning and Control for Mass Production - Planning and Control for Batch Production - Planning and Control of Projects - Maintenance Management.

**UNIT-V**

**Scheduling:** Value Engineering -- Quality Assurance – scheduling in Job, Shop type production, Assignment and Sequencing, Scheduling in Mass, continuous and project type production, line balancing

**UNIT-VI**

**Materials Management:** Purchase Systems and Procedure Inventory Management and Control; Deterministic and Probabilistic Models - Stores Management - Standardization, Codification and Variety Reduction - Waste Management.

**UNIT-VII**

**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.

**UNIT-VIII**

**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 Ronald, 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**

**UNIT-I**

**Introduction to M.I.S:** Introduction to MIS – Functions, Characteristics and Limitations of MIS – Information Systems – Components of Information System – major challenges of information system - Information systems architecture.

**UNIT-II**

**Decision Making in MIS:** Decision making – characteristics – Types of Decision making – Decisions at various levels of management - Importance of information for management decision.

**UNIT-III**

**System Development:** System Development Life Cycle - System Investigation – System Analysis – System Design – Implementation – Modeling and Designing systems: Structured methodologies – Prototype methodology – Object oriented method.

**UNIT-IV**

**Physical Design of Computer Subsystems:** Data base design – file design – Input Output and procedure design and system security.

**UNIT-V**

**MIS in HR and Marketing:** MIS in Human resource management – HRIS – Decision making in HR – MIS in Marketing – Decision making in Marketing - MIS in Business Research.

**UNIT-VI**

**Computers in Management:** Computer based system – Conversion of manual to computer based – Information System Classification – Office Automation System – Decision Support System –Expert System.

**UNIT-VII**

**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.

**UNIT-VIII**

**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 Upless 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

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**(E0014012) BUSINESS RESEARCH METHODS**

**UNIT-I**

**Meaning and importance of research** – Definition – Types of Business research – Types of Research – Business Research – meaning – scope, need and role of business Research.

**UNIT-I**

**Process of Research** – Defining Research problem – formulating and testing procedure of Hypothesis – Research Design - Exploratory research - descriptive research - casual research .

**UNIT-I**

**Sampling & Sampling Techniques** – Probability sampling and Non – Probability Sampling techniques.

**UNIT-I**

**Measurement and scaling** - Nominal scale - ordinal scale - interval scale - ratio scale - Likert Scale - Semantic differential – Thurston Scaling constructions.

**UNIT-I**

**Data Collection Methods** – Primary data - Secondary data – Methods for collecting Primary data – Questionnaires – Design – precautions in preparation of questionnaire – Types of questions, advantages and disadvantages.

**UNIT-I**

**Processing & Analysis of Data:** Editing – Coding – Classifying data – Tables and Graphical representation- An overview of statistical measures in Data Analysis.

**UNIT-I**

**IT in Business Research:** Information needs of Business - Technologies used in Business Research – the usage of Internet – Emails – websites – browsers –Role of Business Research in Managerial decisions – Ethics in Business Research.

**UNIT-I**

**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 Castelian, Non-parametric Statistics for Behavioral sciences, McGraw Hill Book Company, New York.

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**(E0015102) OPERATIONS RESEARCH**

**UNIT-I**

**Introduction to OR:** OR - An Overview - Reviews of Probability - mid Statistics – Typical application of Operations Research.

**UNIT-II**

**Programming Technology** - Linear Programming and Applications: Linear Programming- Graphical Method -Linear Programming - Simplex Method - Transportation Problem Assignment Problem.

**UNIT-III**

**Queuing Theory: Basic concepts** - Importance of Probability - Models - M/M/P model and application.

**UNIT-IV**

**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.

**UNIT-V**

**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.

**UNIT-VI**

**Transportation Model:** definition and application of the Transportation Model, Solution of the Transportation Problem.

**UNIT-VII**

**Queuing Theory:** basic elements of the queuing model, the poison and Exponential distributions, queuing with combined arrivals and departures – Queues with priorities for service, Tandem – Queuing Decision models.

**UNIT-VIII**

**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. Hussel: 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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**(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 be a practical course. The work load for the case study shall be of two sessions of three periods each 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 40 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.

**End Examination (for 60 marks):** Semester End Exam for the case study shall be conducted as a practical examination. Each student shall be given two cases for analyses. Two Examiners (one of them being the teacher of concerned subject of Cases obtained) shall evaluate the case analysis for a total of 60 marks.

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**(E0017103) BUSINESS LAW & REGULATIONS**

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

**UNIT-I**

**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.

**UNIT-II**

**Law of Contract-1872 (Part-II):** Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract.

**UNIT-III**

**Special Contracts: Indemnity and guarantee,** Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

**UNIT-IV**

**Indian Partnership Act-1932:** Constitution of partnership, - Rights, duties and Liabilities of partners, Dissolution of partnership.

**UNIT-V**

**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.

**UNIT-VI**

**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.

**UNIT-VII**

**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.

**UNIT-VIII**

**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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**(E0018103) LOGISTICS & SUPPLY CHAIN MANAGEMENT**

**UNIT-I**

**Logistics Management** - Introduction – Nature – Concept – Evolution of Logistic Management - Logistical – Mission and Objectives – Components and Functions of Logistics Management –Integrated Logistics Management.

**UNIT-II**

**Supply Chain Management** – Evolution of SCM – Decision in SCM – Importance – Enablers of Supply Chain Performance – SC performance in India.

**UNIT-III**

**Customer Service** – Introduction – Nature - Concept and Components - Customer Service and Cost Trade-offs – Supply Chain Performance Measures – linking Supply chain and Business performance – Enhancing Supply Chain Performance.

**UNIT-IV**

**Inventory Management**- Introduction – Types of Inventory – Inventory –related Costs – Managing Cycle stock, Safety stock, Seasonal Stock – Managing Inventory for Short life Cycle products – Impact of Supply Chain Redesign on the Inventory.

**UNIT-V**

**Transportation**- Introduction – Functions - Elements of Transportation Cost - Modes of Transport - Multi-Modal Transport – Containerization - Selection of Transportation Mode.

**UNIT-VI**

**Supply chain Integration:** Coordination in supply chain – Inter functional coordination – Inter Corporate coordination – Integration – Internal Integration – Building Partnership and trust in a Supply Chain.

**UNIT-VII**

**Information Technology in Supply Chain Management:** Introduction – Enabling Supply Chain Management through Information Technology – Strategic Framework for IT adoption in SCM.

**UNIT-VIII**

**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, 2009
6. Text book of logistics and supply chain management, Agarwal, Macmillan, 2008

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**(E0019103)ENTREPRENEURSHIP AND NEW VENTURE PLANNING**

**UNIT-I**

**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.

**UNIT-II**

**Factors affecting Entrepreneurial Growth-** –Economic factors – Non Economic factors – Government Actions- Major Entrepreneurial Competencies- Developing Competencies.

**UNIT-III**

**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.

**UNIT-IV**

**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, Entrepreneurial guidance bureau- Approaching Institutions for assistance.

**UNIT-V**

**Entrepreneurial Strategy:** Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and first mover disadvantages, Risk reduction strategies, Market scope strategy, Imitation strategies and Managing newness.

**UNIT-VI**

**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.

**UNIT-VII**

**Women entrepreneurship** – Scope of Entrepreneurship among women – Promotional efforts supporting women entrepreneurs in India – Successful cases of women entrepreneurs.

**UNIT-VIII**

**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**

**UNIT-I**

**Introduction:** Definition and concept of HRP – benefits - process. HRP components - HR planning and corporate strategies - HR planning as a strategic process - linking HR process to strategy, involvement in strategic planning Process, strategic HR Planning.

**UNIT-II**

**Job analysis:** meaning and definition - job analysis process - techniques of job analysis - methods and practice of job analysis - competency based approach.

**UNIT-III**

**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.

**UNIT-IV**

**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.

**UNIT-V**

**Introduction to Training & Development** - Training and Training needs Assessment, Training Design and Administration, Training methods, Technique & Aids, Training Strategy.

**UNIT-VI**

**Performance Appraisal & Training** - Learning through training, Adult Learning (Andragogy), Learning theories and learning Curve - Learning Styles.

**UNIT-VII**

**Staff Policy** – Downsizing – Retrenchment – Retirement – Redeployment – Exit Strategy

**UNIT-VIII**

**Human Resource Information System** - Human Resource Accounting – Human Resource Auditing – Human resource Audit report for business development.

**REFERENCES:**

1. Human Resource Planning D.K Bhattaacharya, 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. Organization 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**

**UNIT-I**

**Product Management** – Concept – Need and Importance – Evolution of Product Management – Product Management Process – Role of Products – Levels of Products – Buy Grid analysis – Product – Role of Product Manager in Modern Marketing.

**UNIT-II**

**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.

**UNIT-III**

**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.

**UNIT-IV**

**Understanding Brands** – Brands in new economy – Brand Hierarchy– Brand Image – Brand Identity

**UNIT-V**

**Concept of Brand** – Brand and Firm – Brands and Consumers – Brand Identity – Brand Image – Protecting Brand – Brand Levels – Brand Evolution

**UNIT-VI**

**Brand Equity** – Brand Loyalty and Brand Equity – Building Brands – Brand Extension strategies – Brand Positioning – 3 Cs of Positioning – Competitive Positioning\

**UNIT-VII**

**Brand personality** – Assessment and change, financial aspects of Brand.

**UNIT-VIII**

**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.
6. U C Mathur – Product and Brand Management – Excel Books – New Delhi -2007.
7. Karl T Ulrich and Steven D Eppinger – Product Design and Development – Tata McGraw Hill Pvt Ltd – New Delhi – 2009.

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### **(E0022103) E-BUSINESS**

#### **ELECTIVE - I**

#### **UNIT-I**

**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).

#### **UNIT-II**

**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.

#### **UNIT-III**

**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.

#### **UNIT-IV**

**Electronic Markets:** Definition and use of Electronic Markets. Advantages and Disadvantages associated with Electronic Markets. Some functional electronic markets. The future of Electronic Markets.

#### **UNIT-V**

**Electronic Data Interchange (EDI):** EDI definition, (overview of advantages and disadvantages). Technical aspects of EDI. Business implications of EDI.

#### **UNIT-VI**

**Internet Commerce:** Basic elements of Internet based business. Internet shopping and the e-shop. Advantages and disadvantages of Internet based 'consumer' business.

#### **UNIT-VII**

**E-Business Today:** Current global situation. E-business according to predictions Future of E-Business. Recent Trends in E-Business.

#### **UNIT-VIII**

**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, Kamallesh K Bajaj & Debjani Nag TMH 2008
3. E-Commerce, Parag 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**

**UNIT-I**

**Management control system**-Nature, goal, congruence informal control, function of the controller

**UNIT-II**

**Responsibility centers**- revenue centers- expenditures centuries-profit centers

**UNIT-III**

**Transferring prices**- objectives- methods-pricing corporate services

**UNIT-IV**

**Break-even analysis**- breakeven concept-breakeven chart break even point margin of safety-angle of incidence-assumptions-uses and limitations of BEA (illustrations)

**UNIT-V**

**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

**UNIT-VI**

**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

**UNIT-VII**

**Inventory control**- classification of inventory-objectives of effective inventory control-inventory control techniques-E.O.Q-control through ABC analysis

**UNIT-VIII**

**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.Saravanavel, 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**

**UNIT-I**

**Financial System** – Overview – Structure of Financial System – Components - Markets, Institutions, Instruments, Services – Functions of financial system – Role of Financial system in Economic Development.

**UNIT-II**

**Money Market** – Functions – benefits – money market instruments – Treasury Bills market – Call/notice money market – commercial papers – certificate of deposits – commercial bills market – discount markets.

**UNIT-III**

**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).

**UNIT-IV**

**The Banking** - The public and private sectors – structure and comparative performance – commercial and cooperative banks

**UNIT-V**

**Non Banking Institutions** — mutual funds – growth of Indian mutual funds and its regulation – the Role of AMFI – Insurance co. – Role of IRDA

**UNIT-VI**

**Regulatory Framework: RBI:** Functions and Role – Monetary Policy. SEBI: Objectives, Powers and functions – SEBI Regulations relating to Capital Markets – Investors' Protection.

**UNIT-VII**

**Fee-based / Advisory services:** Stock broking – credit rating – investment banking – introduction – Functions and activities – challenges faced by investment bankers.

**UNIT-VIII**

**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.

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**(E0025103)RETAIL MANAGEMENT**  
**ELECTIVE - II**

**UNIT-I**

**Introduction to the world of retailing:** Advent of Retailing – Functions of Retailing – Types of Retailing – Customer buying behavior.

**UNIT-II**

**Retailing Strategy:** Target Market and Retail format - Growth strategies – Strategic retail planning process – Factors to be considered for retail planning.

**UNIT-III**

**Human Resource and Administrative strategy:** Designing the organizational structure for retail firm – Retail organization structures.

**UNIT-IV**

**Merchandize Management:** Merchandize planning – Sources of merchandize – category management – Buying systems to stores – Allocation of merchandize.

**UNIT-V**

**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.

**UNIT-VI**

**Store Management:** Objectives of good store design – store design – store layout – space planning – merchandize presentation techniques and atmospherics.

**UNIT-VII**

**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.

**UNIT-VIII**

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

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### **(E0026103) TRAINING & DEVELOPMENT**

#### **ELECTIVE - II**

#### **UNIT-I**

**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.

#### **UNIT-II**

**Trainer & Training Institutions** - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP and EDPs.

#### **UNIT-III**

**Evaluation of Training** - Training evaluation & ROI, Trainer of Training, Measurement Tools & Technique, Feedback Mechanism

#### **UNIT-IV**

**Training Methods and Techniques:** Facilities Planning and Training Aids; Organizing the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India.

#### **UNIT-V**

**Training Needs Assessment** – Definition & Purposes – components of need assessment – advantages – competency modeling – organization analysis – team work for conducting training needs analysis – selection of trainees

#### **UNIT-VI**

**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.

#### **UNIT-VII**

**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.

#### **UNIT-VIII**

**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.Kirkpatrick and James D. Kirkpatrick, 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**

**UNIT-I**

**Conceptual Foundations of CRM** - Evaluation of CRM – Building Customer relationship – Economics of CRM – The relationship selling Concept.

**UNIT-II**

**CRM in Consumer Markets** - Customer service and contact centres for CRM – Customer satisfaction and loyalty.

**UNIT-III**

**Customer Acquisition** – Retention and development – Complaint management – Sales force automation.

**UNIT-IV**

**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.

**UNIT-V**

**Managing CRM Project** – Planning CRM Programme

**UNIT-VI**

**Technological and Operational Issues in Implementing CRM** - Benefits and Barriers to CRM

**UNIT-VII**

**Customer Relationship Quality Management** - Designing and effective relationship management systems.

**UNIT-VIII**

**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 & PORTFOLIO MANAGEMENT**

**Elective III**

**UNIT-I**

**Investments:** The investment environment, classification and functions of financial markets and financial instruments.

**UNIT-II**

Securities trading - types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets.

**UNIT-III**

**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.

**UNIT-IV**

**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).

**UNIT-V**

**Security Analysis and Derivatives:** Macroeconomic and industry analysis and company analysis. Derivatives - Option markets, option strategies and option valuation, Futures markets, strategies and pricing. Stock index futures, interest rate futures, Swaps using caps and floors in investment management.

**UNIT-VI**

**Active Portfolio Management** - Mutual Funds Growth of mutual funds in India, Structure. Performance evaluation of mutual funds, conventional theory, performance measurement with changing portfolio composition.

**UNIT-VII**

**Measurement of Risk** – Risk Factors – Risk classification – Systematic Risk – Unsystematic Risk – Standard deviation – Variance – Correlation Coefficient – Beta – calculating expected risk and returns.

**UNIT-VIII**

**Portfolio management** – Process of portfolio management - diversification – modern portfolio – portfolio models – Markowitz Model – Sharpe Single Index model – Capital Asset pricing model. Arbitrage Pricing theory

**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.

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### (E0029103)SALES AND DISTRIBUTION MANAGEMENT

#### Elective III

#### UNIT-I

**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

#### UNIT-II

**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.

#### UNIT-III

**Sales Force Management Decisions** – Recruitment – Selection – Training –Motivating – Compensating and Controlling of Sales Force.

#### UNIT-IV

**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.

#### UNIT-V

**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.

#### UNIT-VI

**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

#### UNIT-VII

**Designing Channel Systems** – Channel Design factor – Channel planning process – Ideal Channel structure – Training, motivating & evaluating channel members – Channel Design Comparison – Implementation.

#### UNIT-VIII

**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

#### UNIT-I

**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.

#### UNIT-II

**Behavioral Performance Management** - Learning Theories - Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward System.

#### UNIT-III

**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.

#### UNIT-IV

**Performance Planning & Measuring Performance** - Meaning & need of 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

#### UNIT-V

**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.

#### UNIT-VI

**Coaching and Counseling** – Coaching for performance improvement –concept - tips for effective coaching counseling – functions of counseling – steps in counseling process

#### UNIT-VII

**Stock taking of performance** - Uses – Appraisal system design – process and approaches – appraisal methods – MBO and assessment centres – 360 degree Appraisal – Balance Score Card.

#### UNIT-VIII

**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
5. Performance Management, A.S.Kohli, T.Deb, Oxfoprd, 2008
6. Performance Management, Dinesh K.Srivatsava, Excel, 2008

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### (E0031103) ENTERPRISE RESOURCE PLANNING

#### Elective IV

#### UNIT-I

**ERP:** Enterprise Perspective: An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.

#### UNIT-II

**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.

#### UNIT-III

**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.

#### UNIT-IV

**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.

#### UNIT-V

**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

#### UNIT-VI

**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.

#### UNIT-VII

**Types of SCM,** potential benefits of SCM, possible obstacles, Application systems supporting SCM – engineering, Product Data Management, Sales, Procurement, MRP, Distribution.

#### UNIT-VIII

**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 (1st Edition, 2000). ERP Demystified. Tata McGraw Hill.

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**(E0032103) RISK MANAGEMENT & INSURANCE**

**Elective IV**

**UNIT-I**

**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.

**UNIT-II**

**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.

**UNIT-III**

**Requirement of an Insurance Contract and aspects of Insurance coverage** - Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers.

**UNIT-IV**

**Risk Management and Shareholders Wealth** - Risk Retention / Reduction Decision, Alternative risk management, Hedging with derivative contracts

**UNIT-V**

**Risk Aversion and Risk Management** – by individuals & Corporation, Loss Control, Types of Loss control, Optional Loss control when costs and benefits are known

**UNIT-VI**

**Analysis of insurance coverage** – legal aspects of insurance contracts – insurance contract analysis – property and liability coverage.

**UNIT-VII**

**Benefits programs** - Health care financing and health insurance – employee benefit plans – designing issues in employee benefit plan.

**UNIT-VIII**

**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: 9<sup>th</sup> 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**

**UNIT-I**

**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.

**UNIT-II**

**Organizing for Advertising** – Advertising department and advertisement manager – Objectives & functions – Role of advertisement agencies functioning of advertisement agencies. Advertising agency skills and services, client agency relationship.

**UNIT-III**

**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.

**UNIT-IV**

**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.

**UNIT-V**

**Advertising Budgets** – Planning for Advertising Budgets – Methods of Determining Advertising Budgets – Advertising Effectiveness.

**UNIT-VI**

**Advertising Agency and Advertising Industry and Regulation:** Structure of Indian Advertising Industry – Advertising Agencies – Media Companies and Supporting Organizations– Recent Trends in Indian Advertising

**UNIT-VII**

**Advertising Agencies-** Functions – Selecting and Compensation to Advertising Agencies – Advertising Agencies in India. Legislation affecting advertising - Advertising council of India.

**UNIT-VIII**

**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.

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**(E0034103) REWARD MANAGEMENT**

**Elective IV**

**UNIT-I**

**Reward Management:** concept – significance – compensation – components – influencing factors in Compensation practices – current trends.

**UNIT-II**

**Compensation Determination:** Job Evaluation – job evaluation as basis conducting pay – Benefit surveys and competency Analysis.

**UNIT-III**

**Pay Structures:** Purpose – Types of pays – Graded pay structures – Broad Banding

**UNIT-IV**

**Rewarding and Team contribution:** Performance related pay – skill based pay – Competency related pay – Team rewards – performance management – rewards

**UNIT-V**

**Organizational Performance:** relating rewards to organizations performance – profit sharing – gain sharing – goal sharing – ESOP – Non Financial rewards.

**UNIT-VI**

**Employee Benefits:** Allowances and pension schemes – Managing the reward system for special groups – rewarding Directors & Executives

**UNIT-VII**

**International Pay:** In functional pay system – Expatriates rewards – managing rewards with the help of computers – rewarding staff.

**UNIT-VIII**

**Statutory Provisions:** Wage boards – Pay Commission – Pay budgets management – managing the reward system.

**REFERENCE:**

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 WARE HOUSING & MINING

#### Elective - IV

#### UNIT-I

**Managing Data:** Individual Data Management, Organizational Data Management, Components of Organizational Memory, Evaluation of Database Technology

#### UNIT-II

**File-Oriented Systems:** Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

#### UNIT-III

**Database Systems in the 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 (DDLC)

#### UNIT-IV

**Risks and Costs of Database:** Organizational Conflicts – Development Project Failures – System Failure – Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture.

#### UNIT-V

**Data warehousing Introduction:** What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts.

#### UNIT-VI

**The Data warehouse Data Base:** Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization.

#### UNIT-VII

**Analyzing the Contexts of the Data warehouse:** Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.

#### UNIT-VIII

#### 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 McGraw- Hill, New Delhi, 2003.

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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 of two sessions of three periods each 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 40 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.

**End Examination (for 60 marks):** Semester End Exam for the case study shall be conducted as a practical examination. Each student shall be given two cases for analyses. Two Examiners (one of them being the teacher of concerned subject of Cases obtained) shall evaluate the case analysis for a total of 60 marks.

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**(E0037104) BUSINESS STRATEGY**

**UNIT-I**

**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 - Key Performance Indicators.

**UNIT-II**

**Environmental and Organizational Appraisal** - Appraising the Environment - Factors affecting Environmental Appraisal - Internal Environment – Organizational Resources Methods and Techniques used for Organizational Appraisal.

**UNIT-III**

**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.

**UNIT-IV**

**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.

**UNIT-V**

**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

**UNIT-VI**

**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.

**UNIT-VII**

**Diversification Strategy** – Types of diversification strategies – related and unrelated – vertical and horizontal diversification strategy – concentric and conglomerated diversification strategy.

**UNIT-VIII**

**Strategic Evaluation and Control:** An Overview of Strategic Evaluation and Control- Strategic Control- Operational Control - Techniques of Strategic Evaluation and Control-Role of Organizational Systems in Evaluation.

**REFERENCE:**

1. Azhar Kazmi -Strategic Management and Business Policy, Tata McGraw Hill.
2. 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
6. Krish Rangarajan Pearson Education.
7. 5.William J. Stevenson: Operations Management, Tata McGraw-Hill Pvt. Ltd., New Delhi,2007
8. 6.Panneer Selvam R: Production and Operations Management, PHI, New Delhi,2005

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**(E0038104) INTERNATIONAL BUSINESS**

**UNIT-I**

**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.

**UNIT-II**

**Country Risk Analysis AND International Marketing** - Political, Social and Economic - Cultural and Ethical practices - Responsibilities of International Business - Economic crisis India - Entry strategies - Market selection - Barriers

**UNIT-III**

**Managing Multinational Enterprises** - Problems and Potential - Multinational Service Organizations - Indian companies becoming multinationals - Potential, Need and Problems

**UNIT-IV**

**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

**UNIT-V**

**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.

**UNIT-VI**

**Economic Zones** - Objectives - Foreign Trade Zone - Economic processing Zones - Free Zone - Special Economic Zone - Net Foreign Exchange Earnings.

**UNIT-VII**

**Creation of Global Structures** - Developing Global competitiveness - International marketing strategies in different stages of Product Life Cycle.

**UNIT-VIII**

**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.

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**(E0039104) FINANCIAL DERIVATIVES**

**Elective – V**

**UNIT-I**

**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.

**UNIT-II**

**Financial and Derivative Market –** Fundamental linkages between spot & Derivative Markets. The Role of Derivatives Market - Uses & Misuses of derivatives.

**UNIT-III**

**Future and Forward marketing –** Structure of Forward and Future markets – mechanics of future markets – Hedging strategies – Using Futures.

**UNIT-IV**

**Determination of Forward and Future Prices –** Interest Rate Futures – Currency Futures and Forwards.

**UNIT-V**

**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.

**UNIT-VI**

**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.

**UNIT-VII**

**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.

**UNIT-VIII**

**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
6. Derivatives valuation and risk management David A. Dube Fsky Thompson W Muller, T.R Oxford 2008

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### (E0040104) SERVICES MARKETING

#### Elective - V

#### UNIT-I

Introduction to Service Marketing - Understanding Service, the Nature of Service Marketing, Classification of service.

#### UNIT-II

Service Consumer Behavior - Understanding Consumer Behaviors, Customer expectations & perceptions, managing & exceeding customer service expectations, Strategic for influencing customer perception.

#### UNIT-III

Strategic Issues in Services Marketing - Market Segmentation & Target-Differentiation and Positioning of Services; Steps in developing a positioning strategy, Developing and maintaining demand & capacity.

#### UNIT-IV

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.

#### UNIT-V

Challenges of service marketing - Developing & managing the customer service function, Marketing planning for service, Relationship marketing.

#### UNIT-VI

Service marketing - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service

#### UNIT-VII

Service Promotion - The Role of marketing communication - Implication for communication Strategy - Setting Communication objectives - Marketing communication mix.

#### UNIT-VIII

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.
6. Service marketing text and cases Rajendra Nargundkar TMH 2009

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**(E0041104) ORGANISATION DEVELOPMENT**

**Elective - V**

**UNIT-I**

**The Field of OD** Definition – Evolution – Different Stems – The laboratory training stems –

**UNIT-II**

**The Survey Research and Feedback stem:** The Action Research Stem – The Socio Technical and Socio Clinical Stem

**UNIT-III**

**Second Generation** – Values Assumptions and belief in O.D. – Implications of O.D. – O.D. Values in Indian Organizations.

**UNIT-IV**

**Characteristics & Foundation of OD:** Systems Outlook – Third wave Management – organizational Transformation.

**UNIT-V**

**Diagnostic Process and Areas of Diagnosis:** Action Research – Process and Approach – Third Party peacemaking intervention.

**UNIT-VI**

**Other Interventions-** T-Groups – Behavior Modeling – Life & Career path/

**UNIT-VII**

**The Future and O.D** Fundamental Strengths of O.D. and Changing Environmental – Diffusion of Techniques – Integrative Practice – The Search for High Performance Community – Organisation Transformation for large scale Paradigm Shift – The O.D Value Cycle – O.D. Interventions for special situations like turnaround situations, Managing Discontinuities – The New Agenda for O.D.

**UNIT-VIII**

**Consultant Issues** – System ramifications – Power & Politics in OD.

**REFERENCE:**

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

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**(E0042104) DECISION SUPPORT SYSTEMS**

**Elective - V**

**UNIT-I**

**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.

**UNIT-II**

**Deterministic Models:** Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS

**UNIT-III**

**Application of DSS:** Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.

**UNIT-IV**

**Non-Optimizing Models of DSS:** Simulation Techniques and Monte- Carlo Methods.

**UNIT-V**

**Application of DSS:** Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.

**UNIT-VI**

**Introduction to Artificial Intelligence (AI):** An Overview of AI- AI Technologies in Business, Domains in AI, Neural networks.

**UNIT-VII**

**Fuzzy logic systems in Business:** Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems.

**UNIT-VIII**

**Case 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 MANAGEMENT**

**Elective - VI**

**UNIT-I**

**International Financial System:** Meaning, scope and significance of International Finance. International Financial System – Components and environment. Finance function

**UNIT-II**

**Foreign Exchange Market:** Players and components, functions – Spot – Forward and Cross Rates – Indian Foreign Currency Market – Foreign Exchange Management Act (FEMA) – Recent Development.

**UNIT-III**

**Cross-border Investment Decisions:** Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment decisions.

**UNIT-IV**

**Management of Foreign Exchange Risk:** Meaning and types of risk – Management of Translation, Transaction, and economic exposure. Tool - Techniques and Hedging strategies for foreign exchange risk management.

**UNIT-V**

**International Monetary System:** Forwards, Swaps, and interest rate futures, gold standard, Bretton woods system, exchange rate regimes, European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, Dealing position, Speculation and leveraged arbitrage (problems).

**UNIT-VI**

**Financial Management of Multinational Firm** – Foreign Capital Budgeting Decisions – Cash Flow Management – Tax and Accounting implications of International activities – International Monetary System – Balance of Payments (BOP).

**UNIT-VII**

**Financing decisions of MNC's** – Introduction – The cost of capital - Capital structures – method of raising capital.

**UNIT-VIII**

**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.
6. Cheol S.Eun & Bruce G. Resnick: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.

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**(E0044104) INTERNATIONAL MARKETING**

**Elective - VI**

**UNIT-I**

**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.

**UNIT-II**

**International product management:** portfolios, standardization and adaptation. Evaluation of stability with reference to marketing and financial implications.

**UNIT-III**

**International Marketing communication:** availability, constraints, suitability, selection of agencies.

**UNIT-IV**

**International Pricing:** Pricing Objectives, factors affecting Pricing – Types of pricing methods – Information requirements for pricing in International Markets.

**UNIT-V**

**International Market Entry Strategies** - Indirect Exporting – Domestic purchasing – Direct Exporting – Foreign manufacturing strategies without direct investment – Foreign manufacturing strategies with direct investment – Entry strategies of Indian firms.

**UNIT-VI**

**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.

**UNIT-VII**

**Promotion for international Markets** –Trade fares and exhibitions- Global Advertising and branding – Selecting an advertising agency – personal Selling – Sales promotion and Publicity sponsorship promotion.

**UNIT-VIII**

**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
7. Global Marketing Johnsson TMH 2008
8. Integrated Marketing Management- Text and cases, Mathur Sage publications 2008

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**(E0045104) GLOBAL HUMAN RESOURCE MANAGEMENT**

**Elective - VI**

**UNIT-I**

**International Human Resource Management:** Concept, expanding role – Global issues and challenges.

**UNIT-II**

**Human and Cultural variables in Global Organizations:** Cross Cultural differences – Cross – Cultural Research Methodologies – Hofstede's Hermes Study, Managerial Implications.

**UNIT-III**

**International Staffing:** Nature, Source, Policies – Human Resource Planning – Recruitment and Selection for International Assignment – Training Expatriation – Repatriation

**UNIT-IV**

**Compensation Practices** – Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN's and TCN's

**UNIT-V**

**Training and development** – Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issue.

**UNIT-VI**

**Appraisal in the Global Perspective** - Programmes and Agencies – Evaluation of Global HRM practices.

**UNIT-VII**

**International Industrial Relations** – Trade Unions, Collective Negotiations, Disputes/conflicts, Quality Circles and Participative Management and People management.

**UNIT-VIII**

**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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**(E0046104) SYSTEMS AUDIT**

**Elective-VI**

**UNIT-I**

**Overview of Information System Auditing:** Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

**UNIT-II**

**The Management Control Framework-I:** Introduction, Evaluating the planning Function, Evaluating the Leading Function, Evaluating the Controlling Function, Systems Development Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

**UNIT-III**

**The Management Control Framework-II:** Security Management Controls, Operations Management Controls Quality assurance Management Controls.

**UNIT-IV**

**The Application Control Framework-I:** Boundary Controls, Input Controls, Communication Controls.

**UNIT-V**

**The Application Control Framework-II:** Processing Controls, Database Controls, output Controls.

**UNIT-VI**

**Evidence Collection:** Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts, Performance Management tools.

**UNIT-VII**

**Evidence Evaluation:** Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency, Information Systems Audit and Management: managing the Information Systems Audit Function.

**UNIT-VIII**

**Case Study**

**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 WORK**

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

**REFERNECES:**

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. Michael Jay Polonsky: David S Waller: Designing and Managing a Research Project, Sage, 2009.
5. Surendra Kumar: An Aid to project work, Paragon International, 2009

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**(E0048104) COMPREHENSIVE VIVA-VOCE**

There shall be a Comprehensive Via-voce examination at the end of IV semester for 100 marks, it shall be conducted by HOD, Senior Faculty and External Examiner from Other Institute.