

# RAJEEV GANDHI MEMORIAL

## COLLEGE OF ENGINEERING & TECHNOLOGY

**AUTONOMOUS**

Affiliated to JNTUA - Anantapuramu, 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.**

## DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

# MANAGEMENT STUDIES



Academic Regulations, Course structure and syllabi  
Applicable for students admitted into  
MBA (Regular) from 2015-16

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**ACADEMIC REGULATIONS, COURSE STRUCTURE AND DETAILED SYLLABI**  
**MBA (Regular) from 2015-16**

**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 - 518501 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 2015-16 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 2015 for MBA (Regular)**

(Effective for the students admitted into first year from the Academic Year 2015-2016)

The MBA Degree of the Jawaharlal Nehru Technological University Anantapur, Ananatapuramu 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.

**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 Departments.

**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.

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**3.6 The attendance in each subject will be recorded in the Marks memo.**

**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 (25 - internal Test + 15- assignment)	60
Practical	03	02	50	50
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 02MOOC/Elective 02-Electives	01 (Case study)	3X4=12 2X4=08 2X4=08 1X2=02	30
	Fourth	02 01-Elective 01MOOC/Elective Comprehensive Viva Project work	00	02X4=08 01X4=04 01X4=04 01X4=04 1X12=12	32
<b>TOTAL CREDITS</b>					120

(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 theory subjects, the distribution shall be 40 marks for Internal Evaluation (25 marks for Internal test and 15 marks for assignments or field work/group task) and 60 marks for the End-Examination.

**4.2** Each Internal Test question paper shall contain 5 questions, of which the First question is compulsory and three questions are to be answered from the remaining four. Compulsory question carries 10 marks (It contains 5 short answer questions). The remaining 3 questions carry 5 marks each. Each question shall have a,b,c.... parts. The duration of internal test will be for 2 hours. First test to be conducted in 3 units in the middle of the semester and second test to be conducted in the remaining 3 units of each subject at end the semester. There shall be two assignments in each subject

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(problem based/ field work) for the award of 15 marks so that internal component (marks) will be 40 marks (25 marks for internal test+15 marks for assignments / field work). For awarding of 25 Internal marks the performance of the student in two internal examinations conducted will be considered by giving a weightage of 0.75 for the better score and 0.25 for the other score.

- 4.3** The End Examination question paper will have 7 questions and students have to answer 5 questions. However, the first question is compulsory and it consists of 7 short answer questions. The next 4 questions are to be answered from the remaining 6 questions and each carries 12 marks. Each 12 marks question shall have a, b, c .. parts.
- 4.4** Elective subjects will commence from 3<sup>rd</sup> semester. Out of the electives offered in 3<sup>rd</sup> semester, two electives will be MOOC / Electives offered by the department. Any student who is interested can opt for the MOOC/ Electives offered by the department and acquire the required credits. Even if the student opts MOOC, he has to write two internal tests besides the end examination conducted by the institute like other subjects. However, he has to obtain the certificate from the organization in which he has registered. Any MOOC selected by the student should be of more than 45 hours duration and also from the reputed organization. Attendance of the student who has opted for MOOC will be taken from the remaining subjects and labs only in that semester while finalizing the attendance for fulfilling the minimum requirements of attendance for promotion to next semester. Attendance will not be recorded for MOOC. Where ever MOOC is opted by the student, the procedure of evaluation will be similar to any subject offered by the department.
- 4.5** For practical subjects, 50 marks shall be for the End Semester Examinations and 50 marks will be for internal evaluation based on the day-to-day performance. Laboratory examination for MBA course shall be conducted with two Examiners, one of them being Laboratory Class Teacher and second Examiner shall be from outside the institute (External examiner).
- 4.6** Student has to undergo a comprehensive viva pertaining to his specialization which carries 100 marks. He has to secure 50% marks to obtain the required credits. Comprehensive viva will be held at the end of IV semester by a board consisting of HOD, senior faculty member and external Examiner from outside the institute. For this, HOD of the Department shall submit a panel of 4 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.
- 4.7** 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.
- 4.8** In case the candidate does not secure the minimum academic requirement in any subject (as specified in 3.0) he has to reappear for the Semester Examination either supplementary or regular in that subject, or repeat the course when offered next or do any other specified subject as may be required.

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**4.9** 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%.

**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 re-registered subjects stand cancelled.

**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.

**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.

**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 consisting 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 Examinations.

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

1. Good
2. Satisfactory
3. Not satisfactory

If the report of the viva voce is not satisfactory, the candidate will retake the viva voce examination whenever it is offered. 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 he is permitted to revise and resubmit the thesis.

**7.0 Award of Class:**

After the student has satisfied the all 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	Division/ Class	CGPA	From the aggregate marks secured from 120 Credits.
First Class with Distinction	70% and above	First class With Distinction	$\geq 7.5$	
First Class	Below 70% but not less than 60%	First Class	6.5 and < 7.5	
Second Class	Below 60% but not less than 50%	Second Class	$\geq 5.5$ and < 6.5	

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

**8.0 Grading:**

After each subject is evaluated for 100 marks, the marks obtained in each subject will be converted to a corresponding letter grade as given below, depending on the range in which the marks obtained by the student falls.

**Table 4: Conversion into Grades and Grade points assigned**

Range in which the % of marks in the subject fall	Grade	Grade point Assigned	Performance
90 to 100	O	10	Outstanding
80 to 89.9	A <sup>+</sup>	09	Excellent
70 to 79.9	A	08	Very good
60 to 69.9	B <sup>+</sup>	07	good
50 to 59.9	B	06	Pass
<50	F	00	Fail
Absent	AB	00	Fail

**8.1** Requirement for clearing any subject: The students have to obtain a minimum of 40% in End Examination and they have to score a minimum of 50% marks from Internal and external exam marks put together to clear the subject. Otherwise, they will be awarded fail grade.

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**8.2** F is considered as a fail grade indicating that the student has to reappear for the end supplementary examination in that subject and obtain a non-fail grade for clearing that subject.

**8.3** To become eligible for the award of degree the student must obtain a minimum CGPA of 6.0.

**9.0 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 students writing supplementary examinations as supplementary candidates may have to write more than one examination per day. **The student is not permitted to improve his performance in any subject in which he has obtained pass grade.**

**10.0 Grade Point Average (GPA) and Cumulative Grade Point Average(CGPA)**

The Grade Point Average (GPA) for each semester and Cumulative Grade Point Average (CGPA) up to any semester are calculated as follows:

**i)** Semester Grade Point Average will be computed as follows:

$$GPA = \frac{\sum_1^n C_i \times GP_i}{\sum_1^n C_i}$$

Where, n is the number of subjects in that semester. C<sub>i</sub> is Credits for the subjects. GP<sub>i</sub> is the grade point obtained for the subject and the summation is over all the subjects in that semester.

**ii)** A Cumulative Grade Point Average (CGPA) will be computed for every student at the end of each semester. The CGPA would give the cumulative performance of the student from the first semester up to the end of the semester to which it refers and is calculated as follows:

$$CGPA = \frac{\sum_1^m GPA_j \times TC_j}{\sum_1^m TC_j}$$

Where 'm' is the number of semester under consideration. TC<sub>j</sub> the total number of credits for a j<sup>th</sup> semester and GPA<sub>j</sub> is the Grade Point Average of the j<sup>th</sup> semester. Both GPA and CGPA will be rounded off to the second digit after decimal and recorded as such.

While computing the GPA / CGPA the subjects in which the student is awarded zero grade points will also be included.

**11.0 Grade Sheet:**

A grade sheet (Memorandum) will be issued to each student indicating his performance in all subjects of that semester in the form of grades and also indicating the GPA and CGPA.

**12.0 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.

**13.0 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.



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**14.0 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 shall be same throughout the course of study in which the student has been admitted.

**15.0 Withholding of results:**

If the candidates 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 withheld and he will not be allowed for the next semester. The issue of the degree is liable to be withheld in such cases.

**16.0 Transitory Regulations:**

Candidates who have been detained for want of attendance or not fulfilled academic requirements or who have failed after having undergone this course in earlier regulations or have discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same or equivalent subjects as and when subjects are offered subject to section 2.0 and 3.0 and they continue to be in the academic regulations in which they were readmitted.

**17.0 Rules of Discipline:**

**17.1** Any attempt by any student to influence the teachers, Examiners, faculty and staff of Examination section 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.

**17.2** 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.

**17.3** 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).

**17.4** When the student's answer book is confiscated for any kind of attempted or suspected malpractice, the decision of the Chief Superintendent is final.

**18.0 General:**

**18.1** The Academic Regulations should be read as a whole for the purpose of any interpretation.

**18.2** In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the College Academic Council is final.

**18.3** 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.

**18.4** *Where the words "he", "him", "his", occur in the regulations, they include "she", "her", "hers".*



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**COURSE STRUCTURE**

**SEMESTER – I (28 Credits)**

Code	Subject	Periods/ week		Credits	Scheme of Examination		
		Theory	Practical		Internal Marks	External Marks	Total Marks
E0001151	Management & Organizational Behavior	4	-	4	40	60	100
E0002151	Managerial Economics	4	-	4	40	60	100
E0003151	Financial Accounting & Analysis	4	-	4	40	60	100
E0004151	Statistical Methods for Management	4	-	4	40	60	100
E0005151	Business Communication	4	-	4	40	60	100
E0006151	Business Environment	4	-	4	40	60	100
E0007151	IT Workshop	-	3	2	40	60	100
E0008151	Case Study-I	-	3	2	50	-	50
<b>Total</b>		<b>24</b>	<b>6</b>	<b>28</b>	<b>330</b>	<b>420</b>	<b>750</b>

**SEMESTER – II (30 CREDITS)**

Code	Subject	Periods/ week		Credits	Scheme of Examination		
		Theory	Practical		Internal Marks	External Marks	Total Marks
E0009152	Human Resource Management	4	-	4	40	60	100
E0010152	Financial Management	4	-	4	40	60	100
E0011152	Marketing Management	4	-	4	40	60	100
E0012152	Production & Operations Management	4	-	4	40	60	100
E0013152	Management Information System	4	-	4	40	60	100
E0014152	Business Research Methods	4	-	4	40	60	100
E0015152	Operations Research	4	-	4	40	60	100
E0016152	Case Study-II	-	3	2	50	-	50
<b>TOTAL</b>		<b>28</b>	<b>3</b>	<b>30</b>	<b>330</b>	<b>420</b>	<b>750</b>

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**SEMESTER – III (30 CREDITS)**

Code	Subject	Periods/ week		Credits	Scheme of Examination		
		Theory	Practical		Internal Marks	External Marks	Total Marks
E0017153	Business Law & Regulations.	4	-	4	40	60	100
E0018153	Logistics & Supply Chain Management	4	-	4	40	60	100
E0019153	Entrepreneurship and New Venture Planning	4	-	4	40	60	100
	Elective – I	4	-	4	40	60	100
	Elective – II	4	-	4	40	60	100
	Elective – III/MOOCs	4	-	4	40	60	100
	Elective – IV/MOOCs	4	-	4	40	60	100
E0036153	Case Study-III	-	3	2	50	-	50
<b>TOTAL</b>		<b>28</b>	<b>3</b>	<b>30</b>	<b>330</b>	<b>420</b>	<b>750</b>

**SEMESTER – IV (32 CREDITS)**

Code	Subject	Periods/ week		Credits	Scheme of Examination		
		Theory	Practical		Internal Marks	External Marks	Total Marks
E0037154	Business Strategy	4	-	4	40	60	100
E0038154	International Business	4	-	4	40	60	100
	Elective – V	4	-	4	40	60	100
	Elective – VI/MOOCs	4	-	4	40	60	100
E0047154	Comprehensive Project	-	-	12	-	-	GRADE
E0048154	Comprehensive Viva Voce	-	-	4	-	100	100
<b>TOTAL</b>		<b>16</b>	<b>-</b>	<b>32</b>	<b>160</b>	<b>340</b>	<b>500</b>

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**ELECTIVES**

<b>ELECTIVES</b>	<b>CODE</b>	<b>PAPERS</b>
Elective -I	E0020153	1. Human Resource Planning
	E0021153	2. Product & Brand Management
	E0022153	3. E-Business
	E0023153	4. Management Control system
Elective -II	E0024153	5. Training & Development
	E0025153	6. Retail Management
	E0026153	7. Customer Relationship Management
	E0027153	8. Financial Institutions & Markets & Services
Elective -III	E0028153	9. Performance Management
	E0029153	10. Sales & Distribution Management
	E0030153	11. Enterprise Resource Planning
	E0031153	12. Investment & Portfolio Management
Elective -IV	E0032153	13. Reward Management
	E0033153	14. Advertising Management
	E0034153	15. Data Ware housing & Mining
	E0035153	16. Risk Management & Insurance
Elective - V	E0039154	17. Organizational Development
	E0040154	18. Service Marketing
	E0041154	19. Decision Support System
	E0042154	20. Financial Derivatives
Elective - VI	E0043154	21. Global Human Resource Management
	E0044154	22. International Marketing
	E0045154	23. System Audit International
	E0046154	24. Financial Management

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**MBA, I-SEMESTER**

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<b>4</b>	<b>4</b>

**(E0001151) MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**

**OBJECTIVE:**

- It gives a basic perspective on the concept of management and also study the functional areas of management and to provide the conceptual framework and theories underlying organizational behavior.

**OUTCOME:**

- This enables the students to understand the significance of the subject and enable them to take up further allied studies in this area from a broader perspective.

**UNIT-I**

**Introduction** – 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 – Types of Departmentation – Making Organizing Effective - Organisational Behaviour – Introduction - Understanding Individual Behaviour – Perception – Learning – Personality Types –Johari window- Transactional Analysis- Functional and Dysfunctional Behaviors.

**UNIT-IV**

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

**UNIT-V**

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

**UNIT-VI**

**Leadership** – Traits Theory – Managerial Grid – Transactional Vs Transformational Leadership – Women and Leadership.  
Organizational Culture and Climate – Change Management – Conflict Management – Organization Development.

**REFERENCES:**

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

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**MBA, I-SEMESTER**

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**(E0002151) MANAGERIAL ECONOMICS****OBJECTIVES**

- To make the students aware of the various economic theories and principles
- To equip them with the required tools and techniques for improving their decision-making skills.

**OUTCOMES**

- The student must have micro and macro-economic perspective to understand the underpinning of management.
- Students are able to understand the basic principles of managerial economics, and economic concepts for effective business decision making.
- It will enable the students to produce maximum quantity of the required product at minimum cost.
- students will be able to think in the terms of a professional economist.

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

**UNIT-IV**

**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-V**

**Cost & Pricing philosophy:** Cost Concept- cost –output relationships in short-run and long run – pricing methods – pricing strategies.

**UNIT-VI**

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

**REFERENCES:**

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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**MBA, I-SEMESTER**

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**(E0003151) FINANCIAL ACCOUNTING FOR MANAGERS****OBJECTIVES:**

- To enable the students gain knowledge about concepts, principles and techniques of accounting.
- To enable the students to use financial and cost data in planning, decision making and control.

**OUTCOMES:**

- Financial statements- concepts, conventions & standards that influence the preparation of financial statements.
- Identifying problem areas in business through various techniques of financial statement analysis.
- Recent developments in accounting & its relevance.

**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.

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

**UNIT-IV**

**Sources And Application Of Funds:** Meaning-objectives- sources of funds-uses of funds-preparation of funds flow statement – differences between funds flow statement and Income statement, Balance sheet – Limitations.

**UNIT-VI**

**Budgetary Control:** Meaning - nature – objectives - steps for installation- advantages-classification of budgets- differences between fixed and flexible budget-preparation of cash budget-limitations of budgetary control- comparison of standard costing with of budgetary control-Zero based budgeting.

**UNIT-VI**

**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.

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. C.Ramagopal, Accounting for Managers –New Age International pvt Ltd.
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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**(E0004151) STATISTICAL METHODS FOR MANAGEMENT****OBJECTIVES:**

- To frame business problems in appropriate statistical terms in order use data to make better decisions.
- To develop the integrative thinking in order to communicate the results of the analysis clearly in the context of the problem.
- To make sense of data along with the basics of statistical inference and regression analysis.

**OUTCOMES:**

- The students are able to learn to solve the problem using the statistical methods.
- The students will enrich their integrative thinking though analysis.
- Students are able to learn the basics of implementation of regression analysis and inferences.

**UNIT-I**

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

**UNIT-IV**

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

**UNIT-V**

**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-VI**

**Derivatives:** Derivative: Basic laws of derivative – Derivatives of some important functions – Higher order derivatives - 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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**(E0005151) BUSINESS COMMUNICATION****OBJECTIVE :**

- This course lays emphasis on role of communication in the business scenario with a focus on soft skills.

**OUTCOME :**

- This enables the student to understand the different facets of communication and their impact at the workplace which has an influence on their personality development as well.

**UNIT-I**

**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-II**

**Nonverbal Communication:** Body language – Kinesics – Proxemics -- Chronemics and Haptics- Business Etiquettes, Listening –Types of Listening- ROAR Technique – Reading skills – Fiction Analysis – Leadership Wisdom by Robin Sharma.

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

Interview – formal – informal – interview techniques.

**UNIT VI**

**Corporate Communication -**

**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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**(E0006151) BUSINESS ENVIRONMENT****OBJECTIVES:**

- To provide an understanding of the nature of business activities and the environments within which they function.
- To develop an understanding of the role of business activities in the modern world.
- To give the awareness of the changing and integrated nature of business problems and an ability to explore and deal with these problems.

**OUTCOMES:**

- To develop students the skill of analysis, synthesis and evaluation in the context of business decisions
- To develop in students the competencies and attitudes in playing the various roles in the business world.

**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 the recent fiscal policy of Government of India - Highlights of Budget.

**UNIT-III**

**Monetary Policy:** Demand and Supply of money - Objectives of monetary and credit policy - Recent trends - Balance of Payments – Structure - Major components - Causes for disequilibrium in Balance of Payments - Correction measures - Impact of New Economic Policy on Balance of Payments - Recent trends.

**UNIT-IV**

**India's Trade Policy :** Magnitude and direction of Indian International trade - Bilateral and Multilateral trade agreements - EXIM Policy - Role of EXIM Bank.

**UNIT-V**

**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-VI**

**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 - 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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**(E0008151) 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 50 marks):** At least two cases **per subject** shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal marks.

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**(E0007151) 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.  
**Data Analysis with Statistical Tools**-Use of Financial Tools-Use of other functions in Excel for data analysis.
4. **MS Power Point**-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics.
5. **Developing a Professional presentation** on Business Plans, Institutions, Products, People etc.,
6. **MS Access**-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports. Basic Networking

**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 all- 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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**(E0009152) HUMAN RESOURCE MANAGEMENT**

**OBJECTIVE :**

- The objective is to provide the knowledge regarding various aspects relevant to the management of employees and their development in an organization.

**OUTCOME :**

- This would enable the students to get an overview of the exclusivity of human resources and their role in the successful performance of an organization.

**UNIT-I**

**Introduction :** Human Resource Management, Personnel Management, Strategic Human Resource Management, Evolution of Human Resource Management, Functions of HR department, Present HR trends and challenges and its impact on organizational growth, Job analysis, Manpower Planning, Forecasting techniques of demand and supply of manpower, HRIS

**UNIT-II**

**Recruitment & Selection :** Recruitment – Selection – Traditional and Contemporary techniques of recruitment and selection – Induction –Orientation - Socialization

**UNIT -III**

**Training and Development :** Training and Development, Competency based Training and Development, Methods of Training and Development, Evaluation of T& D

**UNIT-IV**

**Performance Appraisal and Compensation management :** Performance Appraisal, Approaches to measuring performance – performance appraisal methods – Team based performance Appraisal, Job Evaluation- Employees compensation - Laws and Rules Governing Employee Benefits and Welfare - Compensation and Salary Administration, Performance appraisal

**UNIT-V**

**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. Case study of Tata companies

**UNIT-VI**

**Contemporary Issues in HRM :** Work life balance – Diversity management – Whistle blowing policy – Employee Empowerment – Employer branding, Employee engagement, Workforce analytics, Corporate Social Responsibility and HRM, Gender issues

**REFERENCES:**

1. Edwin B. Flipppo : 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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**(E0010152) FINANCIAL MANAGEMENT****OBJECTIVES**

- To provide the concepts and foundations of managing finance in business enterprises.
- To equip students with tools and techniques for managing finance.
- To orient the students regarding financial management practices in Indian companies and Global enterprises.

**OUTCOMES**

- By the end of this course, a student would learn to identify financial challenges, tools and techniques for decisions and would get a glimpse of practices.

**UNIT-I**

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

**UNIT-IV**

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

**UNIT-V**

**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-VI**

**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.  
Corporate value based management systems: Approaches- principles of good corporate governance.

**REFERENCES:**

1. Van Horne, Financial Management and Policy, 12th ed. Prentice Hall of India
2. Van Horne & Wachowicz, Jr. Fundamentals of Financial Management, 11th edition, 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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**(E0011152) MARKETING MANAGEMENT****OBJECTIVES:**

- To understand the significance of marketing in society and in organizations.
- To recognize of the components of the marketing concept.
- To understand the latest changes within marketing system.
- To understand the origin and tasks of Marketing Management.

**OUTCOMES:**

- The students are able to understand the significance of marketing.
- The students are able to recognize the concepts of Marketing.
- The students are able understand the latest changes in the marketing system.

**UNIT-I**

**Introduction:** Definition, importance and scope of marketing –Company orientation towards marketing – Core concepts of marketing – Marketing management tasks –Indian marketing environment: Demographic, Economic, Socio-cultural, Politico- Legal and Technological Environment.

**UNIT-II**

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

**UNIT-III**

**Understanding Customers and Products :** Determinants of Consumer Behavior - Models of Consumer Behavior - Indian Consumer Environment - Product Management : Product Concept - Characteristics – classification - Differentiation – Product and Brand relationships – Packaging Decisions s - Product Life Cycle – Branding – Trademark - Significance of marketing of services.

**UNIT-IV**

**Pricing and Distribution Strategy:** Setting the price – Adapting the price – initiating and responding to price changes.

Distribution Strategy : Designing and managing channels – managing retailing, wholesaling and logistics

**UNIT-IV**

**Promotional Strategy:** Designing and managing integrated marketing communications – managing mass communications and personal communications

**UNIT-VI**

**Introducing New Market Offerings :** Managing a holistic marketing organization – Marketing implementation, evaluation and control – Marketing audit

**REFERENCES:**

1. Philip Kotler; Marketing Management - Analysis, Planning and Control.
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithilesar Jha: Marketing Management – A South Asian Perspective, Pearson Education.
3. Stanton W.J : Fundamentals of Marketing.
4. J.C. Gandhi; Marketing - A Managerial Approach.
5. Ramaswamy & Namkumari; Marketing Management in the Indian Context.
6. Ramanuji Majumdar; Product Kindra, GS (ed) 1995, Marketing in Developing Countries.
7. John A. Quelch & V. Kasturi Rangan; Marketing management – Text and Cases, Tata Mc.Graw Hill



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**(E0012152) PRODUCTION & OPERATIONS MANAGEMENT**

**OBJECTIVE:**

- To understand the production function, Design of product, planning functions, material planning, layout and Scheduling.

**OUTCOME:**

- The students are able to learn effective forecasting of production functions, enhanced planning of product design, service operations, facility planning and project 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**

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

**UNIT-IV**

**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-V**

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

**UNIT-VI**

**Aggregate planning and Quality Management:** Preparation of aggregate demand forecasting, specification of Organizational policies for smoothing Capacity Utilization, Determination of feasible production alternatives and determination of optimal production strategy.

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

**REFERENCES:**

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

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**(E0013152) MANAGEMENT INFORMATION SYSTEM**

**OBJECTIVES:**

- To Utilize necessary skills to successfully manage systems development projects
- Acquiring and applying analytical skills which will enable them to visualize a complex business problem and make informed decisions based on available information and technology resources
- Applying problem solving skills which will allow them to model information systems solutions for business problems

**OUTCOME:**

- This would enable the students to understand the role of information systems in management applications.

**UNIT – I**

**Introduction to MIS** – Functions of MIS – Characteristics and Limitations of MIS – Contemporary approaches in MIS – Computer concepts – Hardware – Software – File Concepts.

**UNIT-II**

**Communication Technology for Information** – Communication process – Communication models – Communication channels in Information system – Communication Networks – Information System Architecture.

**UNIT-III**

**System Analysis & Design** – Database design – File design – Input / Output design – Procedure design – Information System life cycle – System development life cycle – Implementation.

**UNIT- IV**

**Decision making in Information System** – Decision making process in each level - TPS (Transaction Processing System) – Decision Support System – Executive Support System – Expert System – Office Automation System.

**UNIT-V**

**Information System in Functional Areas** – IS in Accounting and Finance – IS in marketing – IS in Production – IS in HRM - Emerging Trends in Information System – E-Commerce – CAD & CAM – ERP Module

**UNIT-VI**

**Information Resource Management** – Information Resource Management – Implementing and controlling Information System – Computer Crimes – Security.

**REFERENCES:**

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 Upluss D. data Gottimunications and Distributed Networks
4. Atre S, Data base Mn idural Techniques for design, Performance and management, John Wiky Sow; 1980
5. Bhatnagar S.C and k. V. Ramadevi, 1991 Computers and Information management Primer for Practicing managers, PHI, New Delhi

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**(E0014152) BUSINESS RESEARCH METHODS****OBJECTIVES:**

- Acquire some practical research skills
- Understand the principles of research
- Link the research process with theories of the specialist areas.

**OUTCOMES:**

- Learn how to use statistical analysis and computer programmes
- The students are able to write and present research reports
- Develop skills and knowledge to discriminate “good” from “bad” research reported in academic, business, and trade journals

**UNIT-I**

**Introduction:** Definition — Business Research – meaning, scope, need and role of Business Research - Types of Research - Process of Research – Defining Research problem – formulating and testing procedure of Hypothesis – Research Design

**UNIT-II**

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

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

**UNIT-III**

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

**UNIT- IV**

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

**UNIT-V**

**IT in Business Research:** Information needs of Business - Technologies used in Business Research – Usage of Internet – E-mail – Websites – Browsers – Role of Business Research in Managerial decisions – Ethics in Business Research

**UNIT- VI**

**Report Writing:** Components – Title page – Table of contents – Executive Summary – Introductory section – Body of the report – Final part of the report – Acknowledgements – references – Appendix – guideline for preparing a good research report – 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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**(EO015152) OPERATIONS RESEARCH****OBJECTIVES:**

- A collaborative systems design experience.
- Courses with significant experiential learning components.
- Experiences with identifying, accessing, evaluating, and interpreting information and data in support of assignments, projects, or research.

**OUTCOMES:**

- The student able to understand the research concept
- The student experiences the method of identifying, evaluating and interpreting information

**UNIT-I**

**Introduction to OR:** Operation Research - An Overview - Typical application of Operations Research.

**UNIT-II**

**Programming Technology:** Linear Programming and Applications - Graphical Method - Overview of Simplex Method - Assignment Problem , MS Excel solver

**UNIT-III**

**Job sequencing:** Introduction, Optimal solution for processing – ‘n’ jobs through two machines and ‘n’ jobs through three machines – Processing two jobs through ‘m’ machines.

**UNIT-IV**

**Game Theory, Simulation and Network Models:** Competitive Situations; Game Theory - Two persons Zero-sum games - pure strategies, games with saddle point - mixed strategies, Rules of Dominance - PERT & CPM - Drawing Networks – Identifying critical path – probability of completing the project within given time – Project crashing – Optimum cost and Optimum duration.

**UNIT-V**

**Transportation Model:** Definition and Application of the Transportation Model - Solution of the Transportation Problem.

**UNIT-VI**

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

**REFERENCE:**

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

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**(E0016152) CASE STUDY – II**

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

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

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**(E0017153) BUSINESS LAW & REGULATIONS**

**OBJECTIVE:**

- To develop an awareness of the legal framework within which business the basic understanding of some of the important legal aspects of business.

**OUTCOMES:**

- It helps students avoid/resolve legal problems in a variety of business situations.
- Recent developments in company formation.

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

**UNIT-IV**

**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-V**

**Companies Act, 1956 & 2013:** 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-VI**

**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.

Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT,GST

**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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**(EO018153) LOGISTICS & SUPPLY CHAIN MANAGEMENT****OBJECTIVES:**

- To identify the logistics and supply chain strategies.
- To know how customers are satisfied with supply chain management.
- To understand the concept of supply chain integration.

**OUTCOMES:**

- The Students are able to understand the strategies of logistics.
- The students are able to learn the concept of integration in the supply chain.
- The students are able to learn the concept of customer satisfaction.

**UNIT-I**

**Logistics Management** - Introduction – Nature – Scope - Concept – Evolution of Logistic Management - Logistical – Mission and Objectives – Components and Functions of Logistics Management – Supply Chain Management – Evolution – Importance – A framework for structuring supply chain drivers – Role of logistics in Supply chain management, economy and Organization.

**UNIT-II**

**Supply Chain planning and Strategies** - Supply chain strategies – Corporate strategy – Strategic fit – Achieving strategic fit – Supply chain integration – Push, Pull strategies – Centralized control strategy – de-Centralized control strategy

**UNIT-III**

**Customer Service Dimension** – Introduction – Nature - Concept and Components - Customer Service and Cost Trade-offs – Customer Service and Customer retention – Service driven logistics system – Value added service – Time based logistics.

**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 Model - Transportation Management.

**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 – supply chain performance – supply chain restructuring.

**REFERENCE:**

1. Logistics and Supply chain Management, K.Shridhara Bhat, Himalya Publishing, 2011
2. Logistical management, Donald J.Bowesox, David J.Closs, TMH
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. Text book of logistics and supply chain management, Agarwal, Macmillan, 2008



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**(E0019153) ENTREPRENEURSHIP AND NEW VENTURE PLANNING**

**OBJECTIVE:**

- To enable the students understand the entrepreneurial environment and to acquaint them management of projects.

**OUTCOME:**

- The student able to identify the entrepreneurial environment and various institutions support for financial assistance.

**UNIT-I**

**Introduction:** Entrepreneur – Entrepreneurship –Characteristics, Functions, Types, Ethics and Social Responsibilities of an entrepreneur - Importance and Role of entrepreneurship in Economic Development – EDP's in India and Social Entrepreneurship

**UNIT-II**

**Small Scale Enterprise:** Definition - Characteristics – Role of Small enterprise in Economic Development – Problems of SSE - Steps involved to start SSE – Package for promotion of Small Scale Enterprise

**UNIT-III**

**Institutional support to SSE:** Need – Institutional Support by State and Central Government – Institutional aids for entrepreneurship development – Role of DICs, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, Entrepreneurial guidance bureau - Creativity and Innovation in Business – International Entrepreneurship Opportunities – SWOT analysis.

**UNIT IV:**

**Project Management and Financing:** Sources of Business Idea – Project classification – identification, formulation and Design – Types of projects – Project Finance : Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and Commercial bank –Appraisal of banks for loans.

**UNIT-V**

**Project Appraisal:** Introduction – Technical Analysis – Economic Analysis – Financial Analysis – market Analysis and Social Cost Benefit Analysis – Environmental Clearance of Small Scale Enterprise.

**UNIT-VI**

**Women Entrepreneurship** – Scope of Entrepreneurship among women – Role of Government in promoting women entrepreneurs in India – Successful cases of women entrepreneurs.

**REFERENCE:**

1. Poornima M. Charantimath: Entrepreneurship Development in Small Business Enterprises Pearson Education)
2. Environment & Entrepreneur - B.C. Tandon
3. Vasant Desai : Dynamics of Entrepreneurial Development & Management,Himalaya Publishing House
4. Arya kumar : Creating and Leading an Entrepreneurial Organisation, Pearson education
5. Entrepreneurship Development in India - C.B.Gupta & N.P.Srinivasan
6. Entrepreneurial Development - P. Saravanavel

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**(E0020153) HUMAN RESOURCE PLANNING**  
**ELECTIVE - I**

**OBJECTIVE:**

- The objective is to provide the knowledge regarding the various facets involved in the planning of employees required to run an organization.

**OUTCOME:**

- This enables the student to understand the relevance of having the right employees in enhancing the efficiency of an organization.

**UNIT-I**

**Introduction:** Definition and concept of HRP – HRP process - Human Resource Planning; Macro and Micro Human Resource Planning - Labour market analysis ---Human Resource Inventory - Linking HRP process to strategy - strategic HR Planning.

**UNIT-II**

**Human Resource Planning:** Job analysis - Human Resource Planning models and Techniques – Analysis of Human Resource Supply – Wastage analysis

**UNIT-III**

**Recruitment and Selection:** Sources and Evaluation – Selection – Procedures – Techniques - Factors influencing recruitment and selection – Placement - Induction - Training

**UNIT-IV**

**Career Planning and Development:** Succession Planning – Performance Appraisal and Development – Transfer – Promotions - Job Rotation

**UNIT-V**

**Human Resource Information systems:** Human Resource Accounting and Audit – Emerging Trends and Issues in Human Resource Planning

**UNIT-VI**

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

**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.Pattern :John Wiley, 2009
4. Organization and Man power planning Gorden McBeath, 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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**(E0021153) PRODUCT AND BRAND MANAGEMENT**  
**ELECTIVE - I**

**OBJECTIVES:**

- Enhance awareness and knowledge about branding issues in different industries.
- To make the students to learn, how to build and manage a brand.
- The process of Creating a Sub-brand
- Making the students to know the different brand strategies and their implementation.

**OUTCOMES:**

- Develop ability to identify strategic issues in branding of different products.
- Develop hands-on abilities on brand building and marketing.
- The in-depth understanding on a topic that can be readily transferred to the corporate world.
- To make the students to be able to work with the appropriate theories, models and other tools to ensure better branding decisions, and to make these concepts relevant for any type of organization.

**UNIT-I**

**Introduction** : Product concept in Marketing Strategy and New Product Planning – Organisational arrangements - Ideas – Managing the Development Process : Development to Commercialization – The consumer adoption Process – PLC management – Special Issues

**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**

**Understanding Brands** : Brands in New Economy – Brand Hierarchy – Brand Personality – Brand Image -- Brand Identity – Brand positioning and Brand Equity – Value addition from Branding – CRM – Brand Loyalty

**UNIT-IV**

**Managing Brands** : Brand Creation – Brand name decision – Brand Extension --- Brand product Relationship – Brand Portfolio – Brand Revitalization

**UNIT-V**

**Measuring and Interpreting Brand Performance** : Brand Assessment through research – Brand Identity – Brand positioning – Brand Image – Brand Personality assessment and Change – Financial Aspects of Brand

**UNIT-VI**

**Branding in different sectors-** – Customer sector --- Industrial sector -- Retail -- 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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**(E0022153) E-BUSINESS**  
**ELECTIVE – I**

**OBJECTIVE:**

- This course imparts knowledge on the e- commerce scenario with respect to designing and applications.

**OUTCOME:**

- This enables the student to understand and opt for specialization sin this area in future.

**UNIT-I**

**Introduction :** E-Commerce to E-Business - Structural Transformation – Flexible Business designs - Trend Spotting – Time – Self Service – Ease of Use - outsourcing

**UNIT-II**

**e- Business Design :** Strategy Formulation of Design – Phases : Building - -capability Evaluation – e-business design

**UNIT III**

**E-Business Architecture :** Customer Relationship Management – Selling – Chain management – Supply chain management – e-Procurement

**UNIT IV**

**Knowledge Tone applications:** Next Generation of D.S.S business Model – Suitability – Pitfalls and Customer Preferences

**UNIT-V**

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

**UNIT-VI**

**e-Business Today:** Current global situation -- Future of E-Business - Recent Trends in E-Business – e-Business and its impact on Human Life.

**REFERENCES:**

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

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**(E0023153) MANAGEMENT CONTROL SYSTEM**  
**ELECTIVE – I**

**OBJECTIVE:**

- The course imparts knowledge about the Pricing analysis and budgetary control and also standard costing methods.

**OUTCOME:**

- This enables the student to understand the various components related to management control system.

**UNIT-I**

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

**UNIT-II**

**Responsibility centers**- revenue centers- expenditures centres-profit centers-investment centres

**UNIT-III**

**Transferring pricing and breakeven analysis** - objectives- methods-pricing corporate services

- breakeven concept-breakeven chart , breakeven point - margin of safety-angle of incidence-assumptions - uses and limitations of BEA (Illustrations)

**UNIT-IV**

**Budgetary Control** - nature-process of budget-essentials of successful budgetary control system-preparation of various types of budget-cash budget-production budget-flexible budget –master budget

**UNIT-V**

**Standard costing and variance analysis** -elements of standard costing system - advantages of standard costing - Variance analysis - Direct material cost variance - causes and control - labour cost variance

**UNIT-VI**

**Management control of various originations**-service organization non profit origination - Professional organization - MNC's

**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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**(E0024153) TRAINING & DEVELOPMENT**  
**ELECTIVE - II**

**OBJECTIVE:**

- The objective of this course is to impart knowledge regarding the significance of the training and development programmes.

**OUTCOME:**

- This enables the student to understand the various steps and other intricacies involved in designing and implementation of training programmes and also pursue allied courses in this area.

**UNIT-I**

**Introduction :** An Overview; Role , Responsibility and Challenges to Training Managers - Organization and Management of Training Function; ; Instruction Objectives and Lesson Planning - Training Climate and Pedagogy – Organisation of Training department

**UNIT-II**

**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-III**

**Design of Training programs** – Course content design – trainer 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-IV**

**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. Facilities Planning and Training Aids;

**UNIT-V**

**Evaluation of Training:** Training evaluation & ROI - Measurement Tools & Technique, Feedback Mechanism – Monitoring and evaluation of Training programme – Kirkpatrick model

**UNIT-VI**

**E-learning Programme :** E-learning methods – computer based training - programmed Instruction – Intelligent tutoring systems – Interactive multimedia – virtual reality

**REFERENCES:**

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

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**(E0025153) RETAIL MANAGEMENT**  
**ELECTIVE - II**

**OBJECTIVE:**

- This course imparts knowledge about the different facets of retail management.

**OUTCOME:**

- This enables the student to get a practical overview of the subject and also can be an area of specialization.

**UNIT-I**

**Introduction:** Advent of Retailing – Functions of Retailing – Types of Retailing – Customer buying behavior - Retailing Strategy - Target Market and Retail format - Growth strategies – Strategic retail planning process – Factors to be considered for retail planning.

**UNIT-II**

**Human Resource and Administrative strategy:** Designing the organizational structure for retail firm – Retail organization structures, financial aspects of retail management

**UNIT-III**

**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-IV**

**Store Management:** Objectives of good store design — store layout – space planning – merchandize presentation techniques and atmospherics–  
Merchandize Management : Merchandize planning – Sources of merchandize – category management – Buying systems to stores – Allocation of merchandize

**UNIT-V**

**Location Strategies:** Shopping centers – Freestanding sites – location and retail strategies – Factors affecting the demand of a region or trade area – Factors affecting the location

**UNIT - VI**

**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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**(E0026153) CUSTOMER RELATIONSHIP MANAGEMENT**

**Elective -II**

**OBJECTIVE:**

- This course imparts knowledge about the concept and role of customer relationship management in the success of any business.

**OUTCOME:**

- This enables the student to understand the importance of customers and their satisfaction levels and also the implementation of technological tools in CRM.

**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.

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-IV**

**Managing CRM Project** – Planning CRM Programme

**UNIT-V**

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

**UNIT-VI**

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

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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**(E0027153) FINANCIAL INSTITUTIONS, MARKETS AND SERVICES**  
**ELECTIVE - II**

**OBJECTIVES:**

- The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets.
- The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies.
- The course also provides information about the prevailing financial system in India.

**OUTCOMES:**

- By the end of the course, students should be able to Compare and contrast the role of and function of organized financial markets and financial intermediaries.
- The student are able to understand how the financial services component industries (insurance, banking, securities, real estate and financial planning) interact.

**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 – Call/notice money market – Treasury Bills market - commercial papers – certificate of deposits – commercial bills market – discount markets.

**UNIT-III**

**Capital Market, Primary markets, Issue Process :** Stock Exchange – Organisation, Management & membership – functions — Brokers—Trading versus speculation, Money market versus capital market, Defects of Indian Stock market.

**UNIT-IV**

**Banking and Non Banking Institutions** - public and private sector – structure and performance, cooperative banks, Goals of E- Banking, New Technology in Banking, Electronic Fund Transfer – Smart Cards – Magnetic Ink Character Recognition, Debit Card – Credit card –Virtual Banking

**UNIT-V**

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

**UNIT-VI**

**Financial Services:** Fee based and Asset Based - Stock broking – credit rating –Wealth Management Introduction – Functions and activities – challenges - 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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**(E0028153) PERFORMANCE MANAGEMENT**  
**Elective III**

**OBJECTIVE:**

- This course imparts knowledge regarding the entire process of Performance management and how the competency analysis is done.

**OUTCOME:**

- This course enables the student to understand the practical aspects involved in the implementation of an efficient performance management system.

**UNIT-I**

**Introduction:** 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**

**Performance Management and Planning:** Learning Theories - Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward System. Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement Classification of Performance Measures, Measurement issues Approaches & tools to measure organizational performance, Traditional and modern performance appraisal methods

**UNIT-III**

**Potential Appraisal:** Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

**UNIT-IV**

**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 Statutory and Fringe benefits – fringe benefits – Retirement benefits .

**UNIT-V**

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

**UNIT-VI**

**Competency Analysis and 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, Oxford, 2008
6. Performance Management, Dinesh K.Srivatsava, Excel, 2008

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**(E0029153) SALES AND DISTRIBUTION MANAGEMENT**  
**Elective III**

**OBJECTIVE:**

- This course deals with the different aspects of sales and distribution management.

**OUTCOME:**

- This gives an overview on sales management and distribution channels from both domestic and international perspective.

**UNIT-I**

**Introduction :** Sales Management – Concept – Nature and Scope – Growth and Evolution of Sales Management – Contemporary issues in sales management

**UNIT-II**

**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

**UNIT-III**

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

**UNIT-IV**

**Channel design and Management** - 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**

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

**UNIT-VI**

**International Channels of Distribution:** Introduction – Difference in customer – Expectations across countries – International Orientation of Companies – Mode 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, Prentice 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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**(E0030153) ENTERPRISE RESOURCE PLANNING**  
**Elective IV**

**OBJECTIVE:**

- The course imparts knowledge on various facets of Enterprise resource planning and its competitive advantage in the present business scenario.

**OUTCOME:**

- The student is able to understand the role of ERP as integrated management information system.

**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,

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-IV**

**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-V**

**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-VI**

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

ERP Case Studies in HRM, FINANCE, PRODUCTION, , SALES & DISTRIBUTION .

**REFERENCES:**

1. Enterprise Resource Planning – Concepts and Practices by Vinod Kumar Garg & N K Venkatakrishna, PHI.
2. Enterprise Resource Planning by S Sadagopan – PHI.
3. Enterprise Resource Planning – Alexis Leon Tata McGraw Hill, 1/e, 2003 Assignments.
4. Alexis, Leon (Ist Edition, 2000). ERP Demystified. Tata McGraw Hill.

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**(E0031153) INVESTMENT & PORTFOLIO MANAGEMENT****Elective III****OBJECTIVE:**

- This course imparts knowledge about the investment decisions and portfolio management and analysis.

**OUTCOME:**

- This enables the student to grasp the concepts relevant to investment decisions in domestic and global markets. It also helps the students in pursuing allied courses in future.

**UNIT I**

**Equity Instruments and Valuation:** The investment environment, Players in the equities market. Overview of issuance, valuation, accounting principles, legal backing and usage. Macroeconomic and industry analysis and company analysis. Valuation- Constant Growth Model - Dividend capitalization - Earnings capitalization, earnings valuation, revenues valuation, cash flow valuation, asset valuation, yield valuation.

**UNIT II**

**Portfolio Theory & Analysis:** Risk & return on portfolio. Risk diversification – securities, markets, timing. Measurement and significance of Beta. Hedging. Estimating firm's beta. Efficient Markets hypothesis. Traditional portfolio selection. Portfolio theory: William Sharpe, Harry Markowitz. Markowitz Risk-Return Optimization (RRO). Single Index Model. Portfolio Tufnell Risk. Portfolio Market Risk, Portfolio Unique Risk, Sharpe's Optimization Solution, SML, CML. CAPM, Risk-Free Lending, Borrowing - Market Premium - Arbitrage Pricing Theory (APT) - Limitations of CAPM.

**UNIT III**

**Portfolio Construction & Evaluation:** Active and Passive portfolio management. Stock portfolio management strategies. Mutual Funds- Growth of mutual funds in India, Structure. Performance evaluation of mutual funds, conventional theory, performance measurement with changing portfolio composition.

**UNIT IV**

**Investment Strategies:** Growth investing, Value investing, Performance Index, Portfolio revision, Bargain hunting. Growth shares. Active shares. Defensive shares. Pros vs. cons of different strategies.

**UNIT V**

**Investments in a Global Market:** Securities trading - types of orders, margin trading, clearing and settlement procedures. Regulatory systems for equity markets. Overview of international securities investment. Relative size, features, characteristics: Electronic Trading Systems, Electronic Clearing Networks (ECNs), NASDAQ, Overview of important trading, clearing, and settlement concepts - Straight-through processing (STP) and objectives.

**UNIT-VI**

**Derivatives:** 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.

**RECOMMENDED BOOKS:**

1. Investments - William F. Sharpe, Gordon J. Alexander, Jeffery V. Bailey - PHI
2. Security Analysis and Portfolio Management - Donald E. Fischer, Ronald J Jordan - PHI

**BOOKS FOR REFERENCE:**

3. Managing Investments - Prasanna Chandra
4. Fundamentals of Investments - Gordon J. Alexander, William F. Sharpe, Jeffery V. Bailey - PHI
5. Investment Management: Security Analysis and Portfolio Management - Bhalla V. K. - PHI
6. Financial Derivatives - Bhalla V. K. - S. Chand & Company Ltd.
7. Security Analysis and Portfolio Management - Avadhani
8. Security Analysis and Portfolio Management - Shalla
9. Security Analysis and Portfolio Management - Puneethavathi & Pandian
10. Modern Investment Theory - Robert A. Hanger - PHI
11. Investment Management - Fisher & Jordan

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**(E0032153) REWARD MANAGEMENT**  
**Elective IV**

**OBJECTIVE:**

- The objective of the course is to impart knowledge with a focus on compensation and reward management and practices in the present scenario.

**OUTCOME:**

- The students would attain knowledge about the components relevant to the compensation structures including benefits, perks etc with respect to the corporate sector.

**UNIT-I**

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

**UNIT-II**

**Compensation Determinants:** 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 – Performance related pay – skill based pay – Competency related pay – Team rewards – performance management rewards.

**UNIT-IV**

**Organizational Performance:** relating rewards to organizations performance – profit sharing – gain sharing – goal sharing – ESOP – Non Financial rewards  
**Statutory Provisions:** Wage boards – Pay Commission – Pay budgets Management – managing the reward system.

**UNIT-V**

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

**UNIT-VI**

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

**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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**(E0033153) ADVERTISING MANAGEMENT****Elective IV****OBJECTIVE:**

- The main objective of this course focuses on advertising concepts, media, budgets and regulations relevant to advertising industry.

**OUTCOME:**

- The students would be aware about advertising concepts and advertising industry and their applications in global and domestic scenario.

**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 – Selecting and Compensation to advertising agencies in India – Advertising Council of India

**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 - Overview of Media Scenario in India.

**UNIT-V**

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

**UNIT-VI**

**Advertising Industry and Regulation:** Structure of Indian Advertising Industry – Advertising Agencies – Legislation affecting advertising - Media Companies and Supporting Organizations – Recent Trends in Indian Advertising-.

**REFERENCE:**

1. Devi A Aakar & John Myer – Advertising Management, Prentice 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 McGraw Hill. Co.
4. Kruti – Shah and Alan D' Souza – Advertising and promotion Tata McGraw Hill. Co.

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**(EO034153) DATA WARE HOUSING & MINING****Elective – IV****OBJECTIVE:**

- The aim of this course is to create awareness about the database systems in the organization.

**OUTCOME :**

- The student learns about the role of the entire process of database management and its tools.

**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 (DDLDC)

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

**UNIT-IV**

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

**UNIT-V**

**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-VI**

**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,

**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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**(E0035153) RISK MANAGEMENT & INSURANCE**  
**Elective IV**

**OBJECTIVE:**

- This course imparts knowledge about aspects of the risk management and Insurance coverage and benefits programmes .

**OUTCOME:**

- This enables the student to understand the risk amangement concepts and insurance coverage applicable in business scenario.

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

**UNIT-IV**

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

**UNIT-V**

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

**UNIT-VI**

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

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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**(E0036153) 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 50 marks):** At least two cases **per subject** shall be considered for internal evaluation. Such case study analyses by students shall be produced as a record. The Head of the department/Institute shall consolidate the grading of all such case studies and finalize the internal marks.

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**(E0037154) BUSINESS STRATEGY****OBJECTIVES:**

- This course aims to equip you with the core concepts, frameworks, and techniques of strategic management,
- It gives a brief idea what the managers must do to make an organization – be it a for-profit or a non-profit one – to achieve superior performance.

**OUTCOMES:**

- The students are able to understand the core concepts and frameworks of strategic management.
- The students are able to ensure the process of strategic management and they are aware about the strategic environment appraisal.
- The Students are

**UNIT-I**

**Introduction:** 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 in Organizational Appraisal.

**UNIT-III**

**Levels of 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 – Offensive strategy – Defensive strategy – Vertical integration – Horizontal strategy – tailoring strategy to fit specific industry company situation.

**UNIT-IV**

**Strategic Analysis 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 - related and unrelated – vertical and horizontal diversification strategy – concentric and conglomerated diversification strategy.

**UNIT-V**

**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-VI**

**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.

**REFERENCES:**

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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**(E0038154) INTERNATIONAL BUSINESS****OBJECTIVE:**

- The purpose of this course is to understand the business concepts relevant to the international scenario.

**OUTCOME :**

- The students will attain knowledge about the business environmental factors affecting the MNC's and multilateral trade laws.

**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**

**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-V**

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

**UNIT-VI**

**International Business Management** – Developing Global competitiveness – strategies in different stages of Product Life Cycle - 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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**(E0039154) ORGANISATIONAL DEVELOPMENT****Elective - V****OBJECTIVE:**

- To impart knowledge regarding developing organizations from a behavioral perspective and also the role of various organization development interventions in implementing the change process.

**OUTCOME:**

- The student would be able to understand that apart from physical developments, the success of an organization depends strongly on the behavior and attitudes of the people.

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

**Diagnostic Process and Areas of Diagnosis** : Action Research - As a Process and Approach- OD .

**UNIT-IV**

**Interventions** : Classification – Team Interventions – Intergroup Interventions - Third party peace making intervention- T- Groups - Behavior Modeling -Life and Career Planning.

**UNIT-V**

**Structural Interventions** : Comprehensive Interventions and Training Experience

**UNIT-VI**

**Change management** : Organizational change – Goals and Types of Change – Diagnosis for change – Resistance to change.

**REFERENCES:**

1. Organization Development and Transformation, French, Bell & Zawacki, 6/e TMH,2008
2. Organization Development, French & Bell,Pearson.2008
3. Organization Change and Development, Kavita Singh: Excel,2008
4. Organization Development, Daniel Robey & Steven Actman, Macmillan.
5. Organization Development Change, Cummins & Worley, Thomson/Cengage,2009
6. Organization Development Interventions& Strategics, S. Ramnarayan, T.v Rao & kuldeep singh,Response.2009



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**(E0040154) SERVICES MARKETING**  
**Elective – V**

**OBJECTIVES:-**

- The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.
- Develop plans to implement marketing programs in service companies that provide a supreme customer experience and extreme customer loyalty.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions

**OUTCOMES:-**

- The students can identify the special management issues and unique challenges involved in marketing and managing services
- The students can apply new approaches to managing customer satisfaction and loyalty
- The learners can understand the expectations of customers and know how to translate this knowledge into genuine value for customers.

**UNIT-I**

**Introduction** - Understanding Services, the Nature of Service Marketing, Classification of service- Marketing mix of services - Marketing mix elements- Traditional marketing mix - Product, price place, promotion & communication services, and extended marketing mix – people- process physical evidence in services.

**UNIT-II**

**Services 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**

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

**UNIT-V**

**Services marketing In specific Industries:** - Tourism - Travel - Transportation services marketing - financial services - Education & Professional services - Telecom & Courier - Media Services

**UNIT-VI**

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

**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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**(E0041154) DECISION SUPPORT SYSTEMS****Elective – V****OBJECTIVE:**

- The aim of this course is to impart knowledge about the concepts of MIS and other aspects relevant to it.

**OUTCOME:**

- This can enable the student to pursue the specialization in applications of MIS tools.

**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.

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

**UNIT-IV**

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

**UNIT-V**

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

**UNIT-VI**

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

Case 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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**(E0042154) FINANCIAL DERIVATIVES****Elective - V****OBJECTIVE:**

- The objective is to impart knowledge about the financial derivatives ,Pricing theory, risk analysis and management.

**OUTCOME:**

- The student would be able to understand the role of derivative securities, market, risk analysis and management.

**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.

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

**UNIT-IV**

**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-V**

**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-VI**

**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.

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. Dubo Fsky Thompson W Muller, T.R Oxford 2008

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**(E0043154) GLOBAL HUMAN RESOURCE MANAGEMENT**

**Elective – VI**

**OBJECTIVE:**

- This imparts knowledge about the human resources from an international perspective.

**OUTCOME:**

- This gives the opportunity to understand the international scenario with respect to cross cultural dimensions.

**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 – Hofetede’s Hermes Study, Managerial Implications.

**UNIT-III**

**International Staffing:** Nature, Source, Policies – Human Resource Planning – Recruitment and Selection for International Assignment – Training Expatriation – Repatriation Compensation Practices – Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN’s and TCN’s

**UNIT-IV**

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

**UNIT-V**

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

**UNIT-VI**

**International Industrial Relations** – Trade Unions, Collective Negotiations, Disputes/conflicts, Quality Circles and Participative Management and People management. 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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**(E0044154) INTERNATIONAL MARKETING****Elective - VI****OBJECTIVES:-**

- To acquire the basic knowledge, concepts, tools, and international terminology necessary to understand international problems and issues.
- To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization).
- To develop managerial reading skills with a goal of acquiring the ability to understand and synthesize readings and business cases presented in a class.

**OUTCOMES:-**

- Students learn and appreciate the impact of socio-cultural, economic, technological, governmental, and demographic factors on the international marketing mix.
- Apply knowledge paradigms in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implication.
- The learners can gain an understanding of international marketing effort related to market entry and marketing mix strategies.

**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 and Pricing Management:** Product Portfolios, standardization and Adaptation. Evaluation of stability with reference to marketing and financial implications - International Pricing - Pricing Objectives, factors affecting Pricing – Types of pricing methods – Information requirements for pricing in International Markets.

**UNIT-III**

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

**UNIT-IV**

**International 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-V**

**Export Marketing** - Introduction to export marketing – Export policy decision of a firm – Export costing and pricing – Export procedure and documentation – Export Assistance and Incentives in India.

**UNIT-VI**

**International Marketing, Communication and Promotion** –Trade fairs and exhibitions-Global Advertising and branding – Selecting an advertising agency – personal Selling – Sales promotion and Publicity, sponsorship promotion.

**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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**(E0045154) SYSTEMS AUDIT**  
**Elective-VI**

**OBJECTIVE :**

- The course is to create awareness about the control of the information systems.

**OUTCOME:**

- The student is able to understand the management control framework and evidence evaluation.

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

**UNIT-IV**

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

**UNIT-V**

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

**UNIT-VI**

**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, 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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**(E0046154) INTERNATIONAL FINANCIAL MANAGEMENT****Elective – VI****OBJECTIVES:**

- The goal of the course is to provide students to understanding of financial management issues in a global setting.
- To study the role that international trade and investment, currency movements, derivative instruments, hedging strategies, international financial markets.
- It aims to develop analytical tools that incorporate key international considerations into fundamental financial decisions.

**OUTCOMES:**

- The Student Possess a comprehensive knowledge of alternative sources of international finance and investment opportunities and their suitability in particular circumstances.
- Student are able to describe the importance of balance of trade and balance of payments to the development of macroeconomic policy.
- Students are able to design hedging strategies to manage market risks (e.g., currency, commodity, economic and political).

**UNIT-I**

**International Financial and Monitoring System:** Meaning, scope and significance of International Finance. International Financial System – Components and environment. gold standard, Bretton woods system, exchange rate regimes, European Monetary markets, Asian Currency Markets, GDRs, ADRs, Speculation and leveraged arbitrage .

**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**

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

**UNIT-IV**

**Cross-border Investment Decisions:** Capital Budgeting, Cash flow management, Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment decisions

**UNIT-V**

**Financing and Dividend decisions of MNC's** –The cost of capital - Capital structures – Methods of raising capital, Dividend Decisions

**UNIT VI**

**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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**MBA, IV-SEMESTER****C 12****(E0047154) COMPREHENSIVE PROJECT**

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 last semester of the course.

**REFERENECES:**

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

**MBA, IV-SEMESTER****C 4****(E0048154) COMPREHENSIVE VIVA-VOCE**

A Comprehensive Viva-Voce examination is be conducted at the end of IV semester for 100 marks by the HOD, Senior Faculty and External examiner.