

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY PUTTUR
(AUTONOMOUS)
MASTER OF BUSINESS ADMINISTRATION
COURSE STRUCTURE (R-18) I- YEAR I SEM (2018-19)**

Sl. No.	Course Code	Course Title	Scheme of Instruction			
			L	T	P	C
1.	18MB9001	Organizational Behavior	4	-	-	4
2.	18MB9002	Financial Accounting & Analysis	4	-	-	4
3.	18MB9003	Business Law and Regulations	4	-	-	4
4.	18MB9004	Business Statistics and Analytics for Decision Making	4	-	-	4
5.	18MB9005	Managerial Economics	4	-	-	4
6.	18MB9006	Entrepreneurship in Practice	4	-	-	4
7.	18MB9007	Business Communication Lab	-	-	2	1
8.	18MC9150	Fundamentals of Computer and Information System Lab	-	-	2	1
Total			24	-	4	26

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Sl. No.	Course Code	Course Title	Scheme of Instruction			
			L	T	P	C
1.	18MB9008	Human Resources Management	4	-	-	4
2.	18MB9009	Financial Management	4	-	-	4
3.	18MB9010	Marketing Management	4	-	-	4
4.	18MB9011	Business Research Methods	4	-	-	4
5.	18MB9012	Operations Management	4	-	-	4
6.	18MB9013	Management Information System	3	-	-	3
7.	18MB9014	Case Study Analysis	-	-	3	1.5
8.	18HS0805	English Lab	-	-	3	1.5
Audit Course						
	18HS0815	Human Values and Professional Ethics for Managers	2	-	-	-
Total			25	-	6	26

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COURSE STRUCTURE (R-18) II- YEAR I SEM (2018-19)**

Sl. No	Course Code	Course Title	Scheme of Instruction			
			L	T	P	C
1.	18MB9015	Business Ethics and Corporate Governance	4	-	-	4
2.	18MB9016	Open Electives – 1 Indian Economy & Policy	4	-	-	4
	18MB9017	Spiritual Management				
	18MB9018	Basics of Business Process Outsourcing				
	18MB9019	Agri-Business Management				
	18MB9020	Export and Import Management				
3.	Elective Courses – I					
	18MB9021	Investment Analysis and Portfolio Management	4	-	-	4
	18MB9022	Sales and Distribution Management				
	18MB9023	Performance Management Systems				
	18MB9024	Enterprise Resource Planning				
4.	Elective Courses – II					
	18MB9025	Risk Management and Insurance	4	-	-	4
	18MB9026	Advertising and sales Promotion Management				
	18MB9027	Knowledge Management				
	18MB9028	Data warehousing and Mining				
5.	Elective Courses – III					
	18MB9029	Financial Markets and Services	4	-	-	4
	18MB9030	Customer Relationship Management				
	18MB9031	Training and Development				
	18MB9032	Supply Chain Management				
6.	Elective Courses – IV					
	18MB9033	Cost and Management Accounting	4	-	-	4
	18MB9034	Product and Brand Management				
	18MB9035	Human Resource Metrics and Analytics				
	18MB9036	E- Business				
7.	18MB9037	Industry Analysis and Report Presentation	-	-	2	1
8.	18MB9038	Business Simulation Lab	-	-	2	1
		Total	24	-	4	26

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Sl. No	Course Code	Course Title	Scheme of Instruction			
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1.	18MB9039	Green Business Management	4	-	-	4
2.	18MB9040	Open Electives – II Computer Application for Business	4	-	-	4
	18MB9041	World Trade Organization & Intellectual Property Rights				
	18MB9042	Cross Culture Management				
	18MB9043	Innovation Technology Management				
	18MB9044	Sustaining Organizational Culture & Teamwork				
3.	Elective Courses– V					
	18MB9045	Financial Derivatives	4	-	-	4
	18MB9046	Services Marketing				
	18MB9047	Organizational Change and Development				
	18MB9048	Data Communication and Network Analysis				
4.	Elective Courses – VI					
	18MB9049	International Financial Management	4	-	-	4
	18MB9050	International Marketing				
	18MB9051	International HRM				
	18MB9052	Corporate Information Management				
5.	18MB9053	Seminar on (Contemporary Issues of Management)	-	-	2	1
6.	18MB9054	Comprehensive Vivo-voce	-	-	2	1
7.	18MB9055	Project Work	-	-	12	6
		Total	16	-	16	24

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(18MB9001) ORGANIZATIONAL BEHAVIOUR

Course Objective: To give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

Course Outcome: After completion of this course, a student should be able to describe and apply a selection of key concepts/theory/frameworks relevant to management, Understand organization behaviour and management theory and critically analyze the underlying values of these theories, Evaluate the impact of management theories on practical management decision making and to develop skills and knowledge with regard to individual and group behaviour in the context of organisations and their environment by applying these to achieve organisational goals.

- 1. Introduction to Management:** Definition, Characteristics, Objectives, Nature, Scope, Significance, Functions and Principles of Management. Management Vs. Administration. Managerial Roles, Levels, Skills and Qualities. Evolution of Management theories: Classical, Neo Classical and Modern Theories.
- 2. Planning, Decision Making & Controlling:** Concept of Planning, Types of Plans and Process of Planning. Concept of Decision Making, Process and Techniques. Concept of Controlling and Techniques.
- 3. Organisational Behaviour (OB):** Introduction to OB, Organizing Process, Making Organizing Effective. Understanding Individual Behaviour: Perception, Learning, Attitudes and Personality. Group Dynamics: Benefits of Groups, Types of Groups, Group Formation and Development.
- 4. Motivation and Leadership:** Concept of Motivation, Motivational Theories of Maslow, Herzberg, David McClelland, and Porter and Lawler. Leadership: Concept, Traits Theory, Managerial Grid, Transactional Vs Transformational Leadership.
- 5. Organizational Culture, Climate and Development:** Functionality and Dysfunctionality of Culture. Organisational Change, Process and Implementation of Change, Managing Resistance to Change. Organisational Development, Phases and Interventions of OD. Conflict Management: Johari window- Transactional Analysis.

- *Organisational Behaviour*, Stephen P. Robbins, Pearson Education, New Delhi
- *Principles of Management*, Koonz, Weihrich and Aryasri, Tata McGraw Hill, New Delhi
- *Organisational Behaviour*, Mishra .M.N, Vikas
- *Management and Organisational Behaviour*, Pierce Gordner, Cengage.
- *Management and Organisational Behaviour*, Subbarao P, Himalaya Publishing House.

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(18MB9002) FINANCIAL ACCOUNTING & ANALYSIS

Course objective: To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

Course Outcome: The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

1. **Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts.
2. **Preparation of Final Account & Depreciation:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets-Tangible vs Intangible assets, and methods of depreciation. Depreciation concept— Depreciation of Fixed Assets -Methods of depreciation—their impact on measurement of business Accounting.
3. **Inventory Valuation, Good Valuation & Accounting for Incomplete records:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts- ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.
4. **Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.
5. **Financial Analysis-II:** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment, –IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

REFERENCES:

- *Financial Accounting & Analysis*, V.Rajasekharan,R.Lalitha Pearson Education, NewDelhi, 2015
- *Basic Financial Accounting for Management*, Paresh Shah Oxford University Press,New Delhi, 2014.
- *Financial Accounting & Analysis*, DhaneshK.Khatri ,Tata McGraw-Hill PublishingLimited, New Delhi, 2015.
- *Financial Accounting & Analysis*, N.Ramachandran, Tata McGraw-Hill PublishingLimited, New Delhi, 2015.
- *Financial Accounting*, Maheswari, IBH, 2015.
- *Accounting for Management*, T. Vijaya Kumar, Tata McGraw Hill Education PVtLtd,New Delhi 2015.



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(18MB9003) BUSINESS LAW AND REGULATIONS

Course objective: To enable students understand the legal framework of business.

Course Outcome: The students should be able to understand the formalities involved in incorporating a company and the nuances related to the Law of Contract. The student will also be able to know the implications of direct and indirect taxes, negotiable instruments Act and also about the cyber laws.

- 1. Legal Aspects of Business:** Need, classification and sources of Business Law, Law of Contract -1872 (Part-I): Nature of contract and essential elements of valid contract, Offer and Acceptance. Law of Contract – 1872 (part- II): Consideration, Capacity to contract and free consent, Legality of object.
- 2. Sale of goods Act -1930:** General Principles, Conditions & Warranties, Performance of Contract of Sale-Negotiable instrument act 1881-Nature and kinds of negotiable instruments, competence and liability of parties to a negotiable instrument, Negotiation, presentment of negotiable instruments, Dishonor and Discharge of negotiable instruments- Latest amendments to NI act, Miscellaneous provisions.
- 3. Companies Act, 1956 (Part-I):** Kinds of Companies, Formulation of Companies, incorporation, Company Documents. **Company Act, 1956 (Part-II):** Company Management, Directors, Company meetings, Resolutions, Auditors, Modes of Winding-up of a company, Latest amendment Companies Act
- 4. Income Tax Act -1961:** Terminology of Income Tax Act, Importance of Residential Status, Incidence of Tax, Heads of Income, Computation of Total Taxable Income and Tax, Tax schedules, Tax Deducted at Source. Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.
- 5. Information Technology Act, 2000:** Scope and application of IT act, 2000, Digital signature, e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers.

REFERENCES:

- *Business Law*, Mathur, Tata McGraw-Hill.
- *Mercantile Law*, S.S. Gulshan, 3/e, Excel
- Books. *Business Law*, Chandra
- *Business law for management*, K.R. Bulchandani-Himalaya Publishing.

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**(18MB9004) BUSINESS STATISTICS AND
ANALYTICS FOR DECISION MAKING**

Course objective: To familiarize the students with the statistical techniques that is popularly used in managerial decision making. It also aims at develop the computational skill of the students relevant for statistical analysis.

Course Outcome: Offers better numerical understanding and its key applications to make valid findings and conclusions of data that has collected through different sources. This subject also brings in development of statistical analysis and interpretation ability of pursuing students.

- 1. Introduction to Statistics**-Overview, origin and development and Managerial Applications of Statistics ,Statistics and the branches of the study, statistics & computers, limitations of statistics.
- 2. Measures of central Tendency**- Mean, Median, Mode, Geometric Mean and Harmonic Mean, Dispersion- Range Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation Skewness: Karl Pearson co-efficient of skewness, Bowley's co-efficient of skewness, Kelly's co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.
- 3. Tabulation of Univariate, Bivariate and multivariate data**, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, Two dimensional and three dimensional diagrams and graphs
- 4. Small Sample Tests**- t-Distribution-properties and applications, testing for one and two means, paired test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.
- 5. Regression Analysis**-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction ,Characteristics and uses of index numbers ,types of index numbers , un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

REFERENCES

- *Business Statistics* ,Beri, 1st Ed, TMH, 2015.
- *Fundamentals of Statistics*, Gupta S.C. 6th Ed. HPH, 2015.
- *Complete Business Statistics*, Amir D. Aczel and Jayavel Sounder pandian, TMH,
- *Statistics for Managers using Microsoft Excel*, Levine, Stephan, krehbiel ,Berenson, PHI .
- *Business Statistics*, J. K Sharma, 2nd Ed. Pearson, 2015.

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(18MB9005) MANAGERIAL ECONOMICS

Course objective: To understand the relevance of Economics in Business Management. This will enable the students to study the decision making areas of Organisation. **Course Outcome:** Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

- 1. Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Objectives of the firm: Managerial theories of firm, Game Theory and Asymmetric Information, new management tools of optimization.
- 2. Demand Analysis:** Demand Function, Law of Demand and Elasticity of demand: types and significance of Elasticity of Demand, Demand Estimation., Demand Forecasting: significance – methods. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.
- 3. Production Analysis:** Production Function, Marginal Rate of Technical Substitution, Iso-quants and Iso- costs, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale. Cost theory and estimation: Cost concept and types, Determinants of cost, Cost-Output Function: short run and long run, Break Even Analysis.
- 4. Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice, Price discrimination, Product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.
- 5. Macro Economics:** National Income: concept and measurement methods, Inflation: definition, characteristics and types of inflation- effects of inflation- Anti-Inflationary methods- Business Cycles – definition, characteristics and phases of business cycle-steps to avoid business cycles.

REFERENCES:

- *Managerial Economics*, Gupta, Tata McGraw- Hill.
- *Managerial Economics - Analysis, Problems, Cases*, Mehta, P.L., Sultan Chand and Sons.
- *Managerial Economics*, Suma Damodaran, Oxford.
- *Managerial Economics*, Concepts and applications, Thomas Maurice: TMH .
- *Managerial Economics*, James L. Pappas and Eugene F. Brigham, Pearson Education

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(18MB9006) ENTREPRENEURSHIP IN PRACTICE

Course objective: To make students understand the nature of entrepreneurship, and its importance to business.

Course Outcome: After completion of this course, students should be able to recognize a business opportunity, Demonstrate the understanding of how to launch the individual's entrepreneurial career, Create start-ups; or initiate and manage new business ventures, Develop an entrepreneurial mindset and network, Develop and implement appropriate business plans with an international perspective, Initiate, identify and convert relevant innovation into business successes and Master business development strategies with a focus on international development strategies.

- 1. Nature and Forms of Entrepreneurship:** Features, Entrepreneur's competencies, attitudes, qualities, functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership, Sole trading, Partnership, Important features of various types of businesses- Corporate Entrepreneurship, Intrapreneurship - Role of Government in the promotion of Entrepreneur.
- 2. Aspects of Promotion and Financial Aspects of the Entrepreneurship:** Ideageneration – opportunities - SWOT Analysis - Intellectual Property Rights. Source of Capital, Debt capital, Seed capital, Venture capital -, Government Grants and Subsidies, Private Placement-Types of Investors and Private Offerings, Bootstrap financing.
- 3. Project Planning and Feasibility Studies:** The Concept of Project, Project Life Cycle -Project Planning, Feasibility – Project proposal & report preparation.
- 4. Entrepreneurial Strategy:** Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.
- 5. Women and Rural Entrepreneurship and EDPs:** scope of entrepreneurship among women, promotional efforts supporting women entrepreneurs in India - Successful cases of women entrepreneurs.-Need, Rural Industrialization – Role of NGO's – Organising EDPs – Need, Objectives, Evaluation of Entrepreneurship Development Programmes.

REFERENCES:

- *Fundamentals of Entrepreneurship*, H. Nandan, PHI.
- *Entrepreneurship*, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH.
- *The Dynamics of Entrepreneurial Development and Management*, Vasanth Desai, Himalaya.
- *Entrepreneurship- Successfully Launching New Ventures*, Barringer, Ireland, Pearson

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(18MB9007) BUSINESS COMMUNICATION LAB

Course objective: To enable students understand how to write business letters and improvewritten communication.

Course Outcome: At the end of the course, students will be enabled with the following skills.

- a. English language skills for effective written business communication ('s).
- b. Will be able to understand how to write project report.
 - 1. Business Writing:** Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.
 - 2. Business Correspondence:** Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.
 - 3. Instructions:** Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.
 - 4. Business Reports and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.
 - 5. Careers and Resumes :** Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

REFERENCES:

- *Business Communication*, Meenakshi Raman and Prakash Singh, Oxford.
- *Basic Business Communication*, Lesikar, Tata McGraw-Hill.
- *Essentials of Business Communication*, Rajendra Pal, J S Korlahahi, Sultan Chand & Sons,
- *Excellence in Business Communication*, Global Edition, John Thill, Courtland Bovee, Pearson Education
- *Academic Writing for International Students of Business*, Stephen Bailey, Routledge.
- *Effective Business Communications*, David Irwin, Viva-Thorogood.

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(18MC9150) FUNDAMENTALS OF COMPUTER AND INFORMATION SYSTEM LAB

Course Objective:

The Objective of the course is to provide basic understanding of applications of information technology and hands on experience to students in using computers for data organization and addressing business needs.

Course Outcomes:

An ability to apply fundamental principles of computing, mathematics, and organizational theory as appropriate to the discipline of information systems.

An ability to analyze a problem and model it as an information system using appropriate methodologies, and to identify the computing requirements necessary to meet the desired needs.

An Able to work on MS-Office tools.

An ability to search any topic in Google to find the results.

The Experiments may be devised as per the following requirements

1. **MS-Word**-Creation of Document- Format Document-Text editing and saving-Organizing information with tables and outlines-Mail merge-Publishing documents on Web.
2. **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.
3. **MS Power Point**-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,
4. **Introduction to ERP packages:** Various ERP'S, Implementation of ERP, Introduction to SAP
5. **Internet Basics:** Types of connections, Internet protocol, IP address, Connectivity to internet, Wi-Fi connectivity, Google search tricks and techniques, Creation of web pages using HTMLS.

REFERENCES:

- Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
- David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.
- Alexisleon ,TMH, 2008 ,Enterprise resource planning.
- The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford.

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(18MB9008) HUMAN RESOURCES MANAGEMENT

Course outcome: To provide basic knowledge of functional area of Human Resource Management. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

Course Outcome: Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

- 1. Introduction:** Evolution and growth-Personal Management-HRM- concepts & Significance of HRM, functions of HRM Principles and objectives, policies and practices, Strategies of HRM.
- 2. Designing and Developing HR systems:** Human Resource Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer and Promotion, Separation.
- 3. Compensation Management:** Introduction, objectives, influencing factors, different forms of employee compensation for executives and non-executives.
- 4. Human Resource Development:** Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal & career Development.
- 5. Industrial Relations:** Outsourcing, Introduction and Essentials of work life, Productivity concepts in context to HRM, Total Quality Management, Kaizen, Quality circle, Grievance procedure.

REFERENCES:

- *Human Resource Management, Gary Dessler*, Pearson Education
- *Human Resource Management, Aswathappa*, 4th Edition, Tata McGraw Hill Publication, 2006
- *Human Resource Management, Peter Boxall, John Purcell, and Patrick M. Wright*, Oxford Publication
- *Personnel and Human Resource Management – Text and cases*, Subbarao, Himalaya.
- *Human Resource Management, Ian Beardwell & Len Holden*-Macmillan India Ltd.

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(18MB9009) FINANCIAL MANAGEMENT

The students need Discounting Table and Annuity tables for the examination

Course objective: To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

Course Outcome: FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

1. **The Finance Function:** Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario – Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.
2. **The Investment Decision:** Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques – Traditional and DCF methods. Capital budgeting decision under conditions of risk and uncertainty.

Cost of capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.
3. **Capital Structure Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories – The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory – A critical appraisal.
4. **Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies.

5. Management of Working Capital & Current Assets: Working Capital

Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Management of receivables and Management of inventory- The importance of current assets management in working capital planning. Planning of working capital, Financing of working capital through Bank finance and Trade Credit. Recommendations of Tandon and Daheja Committee on Working Capital. Cases.

REFERENCES:

- *Financial Management*, IM Pandey, 10th Edition, Vikas, 2015.
- *Financial Management-Text and Problems*, M.Y Khan, P K Jain: 6th Edition, TMH, 2012.
- *Financial Management*, P.C.Tulsian, C.A. Bharat Tulsian, S.Chand Publications, 2012
- *Financial Management Theory and Practice*, Prasanna Chandra 8th Edition. TMH, 2012
- *Financial Management*, Kalyani Publishers, ShashiK.Gupta, R.K.Sharma, 2012
- *Financial Management and Policy*, James C Van Horne, Sanjay Dhamija, Pearson Education, 2012



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(18MB9010) MARKETING MANAGEMENT

Course objective: To have the basic concepts of marketing is one of the important areas of functional management. This is a pre-requisite for taking up any elective paper in 3rd and 4th semester in the stream of Marketing.

Course Outcome: They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

- 1. Understanding Marketing Management:** Concepts of marketing, Role of Marketing, Marketing Process, Marketing Environment, consumer behavior-decision process
- 2. s,** business buying behavior, analyzing competitors, qualities of marketing manager.
- 3. Market segmentations and Marketing Strategies:** Market Segmentation, Target Market, differentiating and positioning, New Product Development, Product Life Cycle.
- 4. Planning Marketing Programs:** Levels of product, product lines, product mix, 7 Ps, brand and packing, managing services, managing direct and indirect marketing, impact of technology and internet on distribution
- 5. Pricing strategies and promotions:** pricing decisions, methods of pricing, pricing and non pricing competition, selecting the final price, price discounts, advertising and sales promotions, managing the sales force.
- 5. Managing the marketing efforts:** organizing, implementing, evaluating and controlling marketing activities, Social responsible marketing, Rural Marketing, marketing audit.

REFERENCES:

- *Marketing Management*, Phillip Kotler, Pearson Education, New Delhi
- *Marketing Management*, Rajan Saxena, Tata McGraw Hill Publication, New Delhi
- *Marketing Management*, Kotler, Kelly, Khosy, Jha, Pearson Education, New Delhi
- *Marketing Management*, V.S. Ramaswamy and S. Namakumari, McMillan. *Marketing Management*, Arun Kumar, Menakshi, Vikas publishing.

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(18MB9011) BUSINESS RESEARCH METHODS

Course objective: To have a general understanding of statistics as applicable to business and its use in areas of management research. The Course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making. It allows the students to grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.

Course Outcome: After completion of this course students should be able to, Clearly identify and analyse business problems and identify appropriate and effective ways to answer those problems, Understand and apply the major types of research designs, Formulate clearly defined research questions, Analyse and summarize key issues and themes from existing literature, Evaluate and conduct research, Understand the ethical issues associated with the conduct of research and able to formulate and present effective research reports.

***Standard Statistical tables shall be allowed in the examination**

- 1. Introduction to Business Research** Definition, Characteristics, Objectives of Research. Scientific Investigation: Induction and Deduction. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Information needs businesses for research and Technologies used in Business Research. Role of Business Research in Managerial Decisions. Ethics in Business Research.
- 2. The Research Process:** Problem Identification: Sources of Problems, Process of Identification and selection of the problem. Literature Survey: The purposes of review and the sources of literature, online data bases used in searching Literature. Hypothesis Development: Statement of Hypothesis, Procedure for Testing of Hypothesis. Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study. Measurement: Need, Functions and Levels of Measurement.
- 3. Sampling and Data Collection:** Sampling Techniques and Limitations. Primary Sources and Secondary Sources of Data, Data Collection Methods. Tools for Data Collection, Construction of Questionnaire or Schedule, Measurement Scales, Organizing Questions, Guidelines for Construction of Questionnaires.
- 4. Data Analysis:** An overview of Descriptive, Associational and Inferential-Statistical Measures.

5. **The Research Report:** Types of Research Reports, Components: The Title Page, Acknowledgements, Table of Contents, The Executive Summary, The Introductory Section, The Body of the Report, The Final Part of the Report, References, Appendix. Guidelines for Preparing a Good Research report. Oral Presentation, The Presentation and Handling Questions.

REFERENCES:

- *Research Methodology – Methods & Techniques*, C.R. Kothari, Vishwaprakashan.
- *Business Research Methods*, Donald R Cooper and Pamela S Schindler, 9/e, Tata McGraw-Hill Publishing Company Limited.
- *Research Methodology*, Dipak Kumar Bhattacharya, Excel Books.
- *Research Methodology (Concepts and cases)* Deepak Chawla Neena Sondhi- Vikas publishing.
- *Business Research Methods 8e*, Zikmund- Babin-Carr- Adhikari- Griffin- Cengage learning.



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(18MB9012) OPERATIONS MANAGEMENT

Course objective: To enable students to understand the production Planning and Controlling aspects of a typical production and operations organization. To study understand the concepts of work study and Quality management.

Course Outcome: The students will be able to understand operations management, product & process design, analysis, plant location, layout, Scheduling and Material Management.

- 1. Introduction:** Overview of Production and Operations Management (POM) Function, Historical Development of POM, POM scenario today. Product and Process Design - Product and Process Development, Manufacturing Process Technology, CAD/CAM analysis
 - 2. Facilities Management & Aggregate Planning:** Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout, Flexible Manufacturing and Group
Technology: Aggregate planning - Preparation of aggregate demand Forecast. Prevention and Break down maintenance.
 - 3. Scheduling:** Scheduling In Job, Shop Type Production, Shop- Loading, Assignment and Sequencing, Scheduling in Mass, Line of Balance, Methods of Production Control, World class production
 - 4. Work Study & quality management:** Method Study, Work measurement, Work Design, Job Design, Work Sampling, and Industrial Engineering Techniques. Economics of Quality Assurance Inspection and Quality Control, Acceptance Sampling, Theory of control charts, control charts for variables and control charts for attributes - Total Quality Management - ISO 9000 series standards, Six Sigma.
 - 5. Productivity:** Basic Concepts, Productivity Cycle, Productivity Engineering and Management, Total Productivity Model.
- *Operations Management*, Mahadevan, Pearson Education, New Delhi.
 - *Production and Operations Management*, SN Chary, Tata McGraw Hill, New Delhi.
 - *Modern Production/Operations Management*, Elwood S. Buffa and Rakesh K. Sarin, Wiley
 - *Production and Operations Management*, R. Panneerselvam: PHI Learning Private Ltd.
 - *Production and Operation Management*, Aswathappa K Himalaya Publishing House.
 - *Operations Management and control*, Biswajit Banerjee-S. Chand.

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(18MB9013) MANAGEMENT INFORMATION SYSTEM

Course objective: To provide the basic concepts of systems and Management of Information System and utility of the systems for the managerial decisions.

Course Outcome: At the end of the course, it is expected that students are able to understand the usage of Information Systems in the decision making and management of organisation. Further the student would be aware of various Information System solutions like ERP, CRM, Data warehouses and the issues in successful implementation of these technology solutions in any organization.

1. **Introduction to MIS** – Importance of information for management decisions – Systems Approach and Information – Information System Architecture – Quantitative Techniques and Management Information Systems interfacing.
2. **Structure of MIS:** Basic structural concepts: formal and informal information systems; public and private information systems; Information Systems– MIS Office automation – Decision Support System – Expert system- Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS).
3. **MIS development and Functions:** Overview of System Development –System development methodologies; SDLC approach; prototyping approach and user development approach- Creating a database environment, data mining and data warehouses.
4. **Implementation, Evaluation, maintenance and Control of MIS** – software life cycle models – verification and validation, Testing security –coding techniques – detection of error – software metrics, software quality assurance –cost benefit analysis – Types of information system Control.
5. **Enterprise Resource Planning:** Introduction, objectives, Difference between ERP and Conventional Packages, Modules of ERP, Customer Expectation from ERP packages, Suggestions to an ERP vendor: Customer Relationship Management, Supply Chain Management.

REFERENCES:

- *Management Information Systems*, C Laudon and Jane P.Laudon, et al, Pearson Education.
- *Management Information Systems Text & Cases*, W S Jawadekar, Tata McGraw-Hill.
- *Concept in Enterprise Resources Planning* Ellen F. Monk & Bret J. Wagner, Cengage learning, Third Edition.
- *Management Information Systems*, Dharminder and Sangeetha, 1/e, Excel books.
- *Introduction to Information Systems*, Rainer, Turban, Potter, WILEY-India.

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(18MB9014) CASE STUDY ANALYSIS

Business Administration and Management can be well understood if cases are analyzed by students and faculty in every class daily. This will enable MBA students develop communication skills and give exposure to practical and live examples of how managers are taking decisions on different situations they come across on a regular basis. In addition students should interact with company executives and prepare case lets. This will help them understand the internal and external factors affecting an organization's growth and also understand the challenges of executives and the organization

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(18HS0805) ENGLISH LAB

The Language Lab focuses on the production and practice of sounds of language and familiarizes the students with the use of English in everyday situations and contexts.

Course objectives:

To enable students to learn better pronunciation through stress on word accent, Intonation and rhythm.

To help the second language learners to acquire fluency in spoken English and neutralize mother tongue influence.

To train students to use language appropriately in both formal and informal situations. To enhance written communication among the students.

Course outcomes:

To become active participants in the learning process and acquire proficiency in spoken English.

To speak with clarity and confidence thereby enhances employability skills. To prepare effective job application

UNIT - I

1. Phonetics -Importance
2. Introduction to Sounds of Speech
3. Vowels and Consonant sounds
4. Phonetic Transcription

UNIT - II

5. Word Stress
6. Syllabification
7. Rules of Word Stress
8. Intonation

UNIT - III

9. Situational Dialogues/ Role Play
10. Telephonic Communication
11. JAM

UNIT – IV

12. Describing Persons/ places/ things
13. Oral Presentations
14. Debate

UNIT – V

15. Group Discussion
16. Job application
17. Interview skills

Minimum Requirements for ELCS Lab:

The English Language Lab shall have two parts:

1. Computer Assisted Language Learning (CALL) Lab: The Computer aided Language Lab for 60 students with 60 systems, one master console, LAN facility and English language software for self- study by learners.
2. The Communication Skills Lab with movable chairs and audio-visual aids with a P.A. system, Projector, a digital stereo-audio & video system and camcorder etc.

System Requirement (Hardware component):

Computer network with LAN with minimum 60 multimedia systems with the following

specifications:

- i) P – IV Processor
 - a) Speed – 2.8 GHZ
 - b) RAM – 512 MB Minimum
 - c) Hard Disk – 80 GB
- ii) Headphones of High quality

Suggested Software:

1. Clarity Pronunciation Power – Part I (Sky Pro nunciation)
2. Clarity Pronunciation Power – part II
3. K-Van Advanced Communication Skills
4. Walden InfoTech Software.

REFERENCES:

1. *A Textbook of English Phonetics for Indian Students* 2nd Ed T. Balasubramanian.(Macmillian),2012.
2. *A Course in Phonetics and Spoken English*, DhamijaSethi, Prentice-Hall of IndiaPvt.Ltd
3. *Speaking English Effectively*, 2nd Edition Krishna Mohan & NP Singh, 2011.(McMillan).
4. *A Hand book for English Laboratories*, E.Suresh Kumar, P.Sreehari, FoundationBooks, 2011.
5. *Spring Board Success*, SharadaKouhik, BinduBajwa, Orient Blackswan, Hyderabad,2010.

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**(18HS0828) HUMAN VALUES AND PROFESSIONAL
ETHICS FOR MANAGERS
(AUDIT COURSE)**

1. **Variety of Moral Issues:-**Understanding the Harmony in the Society (society being an extension of family), Integrity, Work Ethic, Courage, Empathy, Self Confidence, Moral Autonomy, Consensus and Controversy, Professional and Professionalism, Professional Ideas and Virtues.
2. **Principals of Ethics and Morality:-**Ethics as a Subset of Morality, Ethics and Organizations, Employee Duties and Rights, Discriminatory and Pre-judicial Employee Practices, Understanding Harmony in Nature, Natural Acceptance of Human Values.
3. **Risk Benefit Analysis:-**Reducing Risk, The Government Regulators Approach to Risk, Handling Ethical Dilemmas at Work, Market Strategy and Ethics, Ethical Practice in Market Place, Ethics in Finance, Ethics in Business and Environment.
4. **Collegiality and Loyalty:-** Respect of Authority, Collective Bargaining, Confidentiality, Professional Rights, Intellectual Property Rights, Multinational Corporations, Honesty, Moral Leadership, Sample Code of Conduct, Corporate Responsibility. Social Audit and Ethical Investing, Computer and Ethics, Management Patterns,
5. **Competence and Professional Ethics-** i) Ability to Utilize the Professional Competence for Augmenting Universal Human Order, ii) Ability to identify the scope and Characteristics of people-friendly and eco-friendly production, iii) Ability to identify and develop appropriate technologies, and Management and pattern for above production system. Strategy for Transition from the Present State to Universal Human Order-i) At the Level of Individual-as Socially and Ecologically Responsible Technologists and Managers, ii) At the Level of Society- as Mutually Enriching Institutions and Organizations. Case studies of typical holistic technologies and management patterns.

REFERENCES

- *Ethics in Engineering, Mike Martin and Roland Schinzinger, McGrawHill.*
- *Engineering ethics-concepts and cases, Charles E Harris, Michael S Pritchard, Thompson Learning.*
- *Ethics and the conduct of business, John R Boatright, Pearson education.*
- *Ethical Choices in Business, R.C.Sekhar, Response Books.*
- *Business ethics, William Shaw, wordsworth Publishing company.*
- *Business Ethics-Concepts and cases, Manual G. Valasquea, Pearson Education.*
- *Ethics of international Business, Thomas Donaldson, Oxford university Press.*
- *Business Ethics, Milton Suoeyenlas, Robert Almeder and James Humber, Promethens Books.*

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(18MB9015) Business Ethics and Corporate Governance

Course objective: To make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the corporate.

Course Outcome: The Course Outcome developing business ethics and professional ethics. They will also be able to understand ethical and psychological dimensions to contain cyber crimes and also will be able to grasp the important issues related to corporate governance.

- 1. Business Ethics and Corporate Ethics** – Meaning, Importance, functions, Unethical Practices and ethical dilemma, Ethical theories and Approaches, Modern Ethical Models for Decision Making, Indian Ethos, Ethics for manager, ethics in business competition.
- 2. Ethical Aspects in Organization I:-** Marketing ethics and consumer ethics- ethical issues in advertising, criticisms in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in performance appraisal.
- 3. Ethical Aspects in Organization II: -** Ethics in Finance: Insider trading - ethical investment - combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber crime.
- 4. Corporate Governance:** Purpose – Theories and global types of Corporate Governance
- 5. Corporate Governance Structures:** Directors, committees, Institutional investors – Auditors. Corporate Social Responsibility: Stakeholders – Environment – social Development.

REFERENCES:

- *Business Ethics –An Indian perspective* , Fernando, Pearson Education.
- *Business Ethics*, Himalaya, C.S.V. Murthy.
- *Perspectives in Business Ethics*, Laura P Hartman, Tata McGraw Hill.
- *Rethinking Business Ethics: A Pragmatic Approach* by Sandra B. Rosenthal; Rogene A. Buchholz Oxford University Press,

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**Open Electives-I
(18MB9016) INDIAN ECONOMY & POLICY**

Course objective: To provide the student with a background of various environments factors that has major repercussions on business and sharpens their mind to watch and update the changes that occur constantly in this sphere.

Course Outcome: Student should be able to understand the business news paperslike Business Standard, Economic Times, and Business Line, students should be able to understand the issues related to the industrial policy and regulation and their amendments from time to time. They will also understand the terminology of the planning commission and Union Budget. The knowledge gained by the students on capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act will be useful for them to take decisions to ensure growth and sustainability of the organizations.

- 1. Introduction to Indian Economy:** Introduction to the course-Colonialism and development of the Indian economy-De-industrialization of Indian economyPoverty and Inequality
- 2. Business Environment:** Meaning, Nature of business Environment, significance, Internal and External Factors influencing business environment. Industrial policy of 1991, Liberalization, Privatization and Globalization- Policy on foreign direct investment in India.
- 3. Fiscal Policy:** Public revenues, public expenditure, public debt, development activities financed by public expenditure. Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, recent trends- Role of Finance Commission.
- 4. India's Trade Policy –** Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank. Balance of Payments: Structure, Major components, Causes for dis-equilibrium in Balance of Payments, corrective measures.
- 5. WTO & Legal Framework:** Nature and scope - structure – role and functions of WTO in promoting world trade – Principles - TRIPS, TRIMS and GATS, Disputes **Introduction to** settlement mechanism.

REFERENCES:

- *Business Environment*, Saleem, Pearson Education, New Delhi
- *Business Environment – Text and Cases*, Justin Paul, Tata McGraw Hill Publication, New Delhi
- *Indian Economy*, Dutt and Sundaram, S. Chand, New Delhi.
- *Essentials of Business Environment*, K. Aswathappa, Himalaya.
- *Indian Economy*, Misra and Puri, Himalaya.
- *Business Environment*, Suresh Bedi, Excel.
- Recent Economic Survey Report of Government of India.

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**Open Electives-I
(18MB9017) Spiritual Management**

Course objective:

- To train students in theoretical knowledge in the fields of Yoga and Consciousness.
- To qualify them in teaching theory subjects of yoga and consciousness.
- To conduct research in the areas of yoga and consciousness for objectively establishing the benefits of yoga for improving health and reaching higher levels of consciousness.

Course Outcome:

- Conduct research in the areas of yoga and consciousness for objectively establishing the benefits of yoga for improving health and reaching higher levels of consciousness.
- 1. Value Education & Spirituality:-**Definition, Concept and Classification of values The need for value education in India ,Developing Spirituality ,Challenges of Value Adoption, Religions, Spirituality & Secularism
 - 2. Major Religions, Consciousness & The Divine:** - Hinduism, Jainism & Buddhism, Christianity, Islam & Sikhism, Consciousness & the Divine, Exploring the Self, God, the Supreme Soul – Source of Values
 - 3. Personal Development & Value In Life:**The principles of integrity, Character Development, Values in everyday life, Values, Virtues, Powers & Qualities, Timeless Truths
 - 4. Meditation & value In Society:** Meditation, Positive thinking & Emotional Maturity, Women's Empowerment, Overcoming Addiction, Environmental Awareness
 - 5. Personal Progress & Filed Study:**Personal progress manual, Field Project

REFERENCES:

- *Prof.M.VenkataReddy(2008):Scientific Studies on Yoga,Hyderabad,*
- *A.PYogadhyanaParisad. V.M.Kulkarni (1986),Naturopathy the art of drugless healing, srisatguru publication, Delhi.*
- *Dr.TulasiraoRatti(2012), Philosophy of yoga and Naturopathy, Lambert academic publication, Germany,*
- *Swami SatyananadaSaraswati(1992),Yogic Management of CommonDiseses,Bihar School of Yoga,Munger, Bihar.*
- *SwamyKuvalyanananda:-Principles of Yoga therapy,SMYMSamathi, Kaivalyadhama,*

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Open Electives-I

(18MB9018) Basics of Business

Process Outsourcing Course objective:

- Improved quality - less errors/rework.
- Building/strengthening presence in a new market/foreign country.

Course Outcome:

- Increased focus on core competencies - e.g. developing new products or **services**. Building **business** value and strategic differentiation.

- 1. Business Process Outsourcing** – Basics, Benefits of BPO, Growth Drivers, BPO Models and Types of Vendors – Offshore, BPO – Evolution Destinations, Challenges of Off shoring, BPO Companies in India.
- 2. BPO Industry** – Employment Opportunities – Employee Structure – Skill Set Required – Compensation Levels – Contact Centre BPO – Types of Call Centers – Technology – Components and working of a Callcenter – Issues and Problems – Case Study – Intel net Global.
- 3. Healthcare BPO** – Structure of the American Healthcare Sector – Activity Profile – Future Trends and Threats – Case Study – Cbay Systems. Transaction Processing BPO - Elements of Back – Office Services – Financial Services – Insurance – Case Studies – Datamatics – Hinjuja TMT.
- 4. Human Resource BPO** – Reasons for outsourcing HR – Activities involved in HR BPO – HR Outsourcing Trends – Career in HR BPO – Emerging BPO Domains –
- 5. Media and Entertainment BPO** – Case Study, Publishing BPO.

REFERENCES:

- *Bingham, J. Mastering data processing. Macmillan Publishing House.*
- *Clifton, HD. System analysis for business data processing. India: Prentice Hall Publication.*
- *Kulkarni, Sarika. (2005). Business process outsourcing. Delhi: Jaico Publishing House.*
- *Shikapur, Deepak. (2004). BPO Digest. Ameya Inspiring Books.*

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**Open Electives-I
(18MB9019) Agri- Business Management**

Course objective:

The primary objective of the programme is to develop the management competencies required by people in the field of Agriculture to establish and support profitable agribusiness in a competitive global business environment.

Course Outcome:

At the end of the programme, participants will have a commercial orientation and a sound knowledge of the structure and technologies of the agribusiness sector. They should be able to analyse agribusiness situations, formulate strategies, implement plans and manage strategic change

1. **Indian Economy**, Importance of agriculture/forestry/ horticulture/ livestock in national economy. Production of major cereal crops, vegetable crops, fruits and their importance in human diet. Major soils of India, essential plant nutrients, their role, deficiency symptoms and sources. Pests and diseases of major crops, vegetables, fruits and their management. Forestry production, pests and diseases management of major trees grown in India. Organizational set up of agricultural research, education and extension in India.
2. **Farm equipments and Farm Machinery -India**, sources of energy and power on farms. Irrigation and drainage systems. Basics of post-harvest technology, Basics of energy in agriculture. Quantitative ability: Test the ability of candidates to make mathematical calculations under stress conditions. All these calculations will be based on analytical skills of the candidates with understanding of mathematics at Intermediate level.
3. **Communicative ability**: Test English comprehension wherein the knowledge of language skills are tested as to how effectively the candidate communicates his thoughts and ideas. Data Interpretation: Calculations requiring skills of interpretation of facts and figures. Knowledge in Basic Statistics, Research Methods and Quantitative Analysis and Preparation of graphs, tables and charts are required.
4. **Logical reasoning**: Evaluating logical thinking capacity by providing various options. Agricultural Marketing and Cooperation: Fundamentals of managerial economics, market structure conduct and performance, agricultural marketing concepts- functions and institutions, trade in agriculture sector; principles of corporation; cooperatives in India; agribusiness institutions in India; entrepreneurship development.
5. **General Awareness**: Indian Agriculture, Indian Economy, Agribusiness Management, Agricultural Marketing, Co-operative Management, Marketing Management

- *Rural Marketing in India: K. S. Rehman, Himalaya Publication*
- *Rural Marketing : Pradeep Kashyap, Dreamtech Publishing*
- *Marketing Management: Ramaswami & Namakumari*
- *Indian Agriculture & Agri-business Management: Dr. Smita Diwase*
- *Rural Marketing & Agri-business Management: Arun Bhatnagar*

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(18MB9020) Export and Import Management

Course objective:

- Improved quality - less errors/rework.
- Building/strengthening presence in a new market/foreign country.

Course Outcome:

- Increased focus on core competencies - e.g. developing new products or services. Building business value and strategic differentiation.

- 1. Theories of foreign trade:** Absolute and comparative advantage theories, modern theory of trade, terms of trade, theory of international trade in services, balance of payments and adjustment mechanism.
- 2. Commercial Policy Instruments:** Tariffs, quotas, anti-dumping/countervailing duties, technical standards, exchange controls and other non-tariff measures.
- 3. India's foreign trade and Policy:** Direction and composition of India's Foreign Trade. Export – Import Policy, Export Promotion and Institutional set up. Deemed exports, Rupee convertibility.
- 4. Instruments of Export Promotion:** Role of different Export Promotion bodies; Export assistance and promotion measures, including various export promotion scheme and assistance; Role of export houses, trading houses and state trading organization, EPZs and SEZs.
- 5. International Business Environment:** World economic and trading situation, impact of globalization, International institutions and agreement; WTO/GATT/other international trade bodies, trading block, multilateral trade negotiation/agreement, bilateral trade agreement, GSP.

Reference Books:

- *India's shifting Trade Policy: South Asia and Beyond*, by Vinod K. Aggarwal and Rahul Mukherji.
- *Changing face of India's External Trade*, by V S Sheshadri.
- *SEZs in India: Analyzing Export Performance*, by Aradhana Aggarwal.
- *SEZs: Revisiting the Policy Debates*, by Aradhana Aggarwal.
- *The New Foreign Trade Policy (2009-2014)*, Ministry of Commerce and Industry, Government of India.

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**(18MB9021) INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
(Elective Course-1)**

Course Objective: The objective of the course is to develop students' knowledge, skills and competencies in employing different methodologies and techniques for managing the market, credit and operational risks in security analysis and Investment Management and other related risks.

Course Outcome: The objective of this course is to provide the conceptual and Practical understanding of Stock markets Equity and Bond Valuation, Cash market and also Mutual funds.

- 1. Investments:** Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.
- 2. Security Analysis:** Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.
- 3. Analysis and Valuation of Bonds:** Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.
- 4. Equity Valuation Models:** Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.
- 5. Portfolio Management:** Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio- Markowitz Model, Capital Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return. Performance of Portfolio – Meaning – Models - Jensen's Model. Sharpe's Model and Trynor's Model – Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

REFERENCES:

- *Fundamentals of Investments, William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey, Prentice Hall, 2012.*
- *Security Analysis and Portfolio Management, Donald E, Fischer and Ronald J. Jordan 2000.*
- *Security analysis and portfolio management, S. Kevin.*
- *Managing Investments, Prasanna Chandra, Tata McGraw Hill.*
- *Modern Investments and Security Analysis, R.J. Fuller and J.L. Farrel, McGraw Hill*
- *Management of Investments, Jack Clark Francis, McGraw Hill.*
- *Investment Analysis Portfolio Management, Frank K. Reilly and Keith C. Brown, 7/e Thomsom*

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**(18MB9022) SALES AND DISTRIBUTION
MANAGEMENT
(Elective Course-1)**

Course objective: is to provide students an opportunity of learning the basics and concepts of Sales Management and Distribution Management.

Course Outcome: After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

- 1. Introduction:** Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives
- 2. Management of Sales:** Concepts of Sales Organisation- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force.
- 3. Distribution Management:** Definition- Need for Distribution Management- Need for Distribution Channels – Value addition of Distribution Management- Marketing Channels- Channel Formats- Relationship of flows to service levels – Channel levels – Service Channels
- 4. Designing Channel Systems:** Channel Design factor – Channel planning process – Ideal Channel structure – Training, Motivating & Evaluating Channel members- Channel Design Comparison – Implementation
- 5. Managing the International Channels of Distribution:** Introduction- Differences in customer-expectations across countries-international orientation of companies – model of entry decision – implications of entry modes.

REFERENCES:

- *Sales Management* John F Tanner Jr, Earl D Honeycutt Jr & Robert C Erffmeyer: Pearson Education.
- *Sales and Distribution Management*, Krishna K Havaldar & Vasant M Cavale TMH.
- *Advertising, Sales and promotion Management*, Chunawala Himalaya.
- *Sales and Distribution Management*, Tapan K. Panda, Sunil Sahadev, Oxford.

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**(18MB9023)PERFRMANCE MANAGEMENT SYSTEMS
(Elective Course -1)**

Course objective: is to provide an outline of performance management of individuals in the organization. The prerequisite for the course is knowledge of HRM.

Course Outcome: Make student to learn about key issues and challenges that are affirmative in Performance context in Human Resource departments of an organization. Key concepts like performance appraisal methods and techniques for human productivity would be learnt.

- 1. Introduction to Performance management :**Origin & development of performance management, Definition, Concept -Performance management vs performance appraisal--Performance management vs Human resource management- Purposes-Significance, performance management skills.
- 2. Mentoring and monitoring :** Concept of mentoring - Benefits of mentoring - Characteristics of mentor- Mentoring process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance - Performance reviews: Objectives, Frequency of Review, Conducting review meetings, Guidelines for conducting meetings.
- 3. Coaching and counseling:** Definition of coaching, process, Coaching for performance improvement – counseling- Tips for effective coaching Counseling - Functions of counseling- Steps in counseling process
- 4. Annual Stock taking:** Stock taking of performance -Uses –Appraisal system design, Process and approaches - Appraisal methods - MBO and Assessment centre -360 degree appraisal - Balanced score card. Stock taking of potential- Appraisal for reward - Appraisal for recognition
- 5. Learning organisation:** Concept of learning organisation- Learning approaches-Learning sources- Importance of learning-. Characteristics of learning organisation-

REFERENCES

- *Performance Appraisal and Management*, Sharma, Davinder, HPH
- *Performance Management*, Dinesh k.Srivatsava, Excel.
- *Performance management*, Kandula, PHI.
- *Performance Management*, A.S.Kohli, T.Deb, Oxford.

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**(18MB9024) ENTERPRISE RESOURCE PLANNING
(Elective Course -1)**

Course objective: To provide the basic concepts of Enterprise Resource Planning, ERP Implementation and Maintenance.

Course Outcome: The student understands the challenges in implementation of ERP system, ERP System Implementation options, and functional modules of ERP.

- 1. Induction to ERP:** Overview of ERP, MRPI, MRPII and Evolution of ERP, Business Modeling, ERP related technologies, Business PROCESS Re-engineering (BPR) – BPR Process, Myths regarding BPR, ERP Architecture.
- 2. Business Intelligence Systems-**Data Mining, Data Warehousing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP)
- 3. ERP Modules:** Finance Controlling, Accounting System, Manufacturing and Production Systems. Sales and Distribution Systems, Human Resource Systems. Plant Maintenance System, Material Management System, Quality Management System,.
- 4. ERP Implementation:** ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project teams, ERP operation and Maintenance
- 5. ERP Products:** SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications.

REFERENCES:

- *Enterprise Resource Systems*, Motiwala, Pearson.
- *Managerial Issues of ERP*, David L. Olson, TMH.
- *ERP in practice*, Jagan Nathan Vaman, Tata McGraw-Hill.
- *Enterprise Resource Planning and MIS*, Venugopal Rao, Excel.
- *ERP concepts & Practice*, Vinod Kumar Kard arid NK Venkata Kristean, PHI.

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**(18MB9025) RISK MANAGEMENT AND INSURANCE
(Elective Course -2)**

Course objective: To give students a deeper insight into the concepts and strategies of Risk Management and Insurance.

Course Outcome: The aim of the unit is to provide students with knowledge of insurance and how it can be used to manage risk plans for individuals and small firms. It contextualises this theoretical knowledge within complex problems to develop and evidence students technical, creative and conceptual skills in their devise of innovative responses to industry based challenges.

- 1. Introduction to Risk:** Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Management Techniques. Insurance as a Risk Management: Techniques Principles of Insurance.
- 2. Requirements of an Insurance Contract:** Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers. Risk Aversion and Risk Management: by Individuals & Corporations, Loss Control, Types of Loss Control, Optional Loss Control when Costs and Benefits are known.
- 3. Indian Insurance Industry:** Life Insurance, General Insurance – Growth, Development Role of Insurance in the economy, Regulation of Indian Insurance Business.
- 4. Risk Management and Shareholders Wealth:** Risk Retention / Reduction Decision, Alternative risk Management, Analysis of insurance coverage: legal aspects of insurance contracts – insurance contract analysis – property and liability coverage.
- 5. Benefit Programs:** Health care financing and health insurance – employee benefit plans – designing issues in employee benefit plan.

REFERENCES:

- *Insurance and Risk, Management P.K.Gupta.*, Himalaya.
- *Risk Management & Insurance*, Scott E. Harrington Gregory R. Nichaus: TMH.
- *Principles of risk Management & Insurance*, George E. Rejda:
9th Edition, Pearson
- *Risk Management*, (Edited), Prof.K.Ramakrishna Reddy and Prof.P.MuraliKrishna, Discovery Publishing house.

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**(18MB9026) ADVERTISING AND SALES PROMOTION MANAGEMENT
(Elective Course -2)**

Course Objective: To provide students with detailed knowledge of some of the marketing mixes such as Distribution and Promotion.

Course Outcome: To enhance the student's perspective on the important and changing role of advertising. To give the student perspective on some of the tools not normally associated with advertising and sales promotion. To provide specific examples and approaches for using public relations in marketing strategy.

- 1. Advertising:** Changing concept, role of advertising in a developing economy, a critical appraisal, types of advertisement: consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix, Advertising department and advertisement manager.
- 2. Organizing for Advertising:** objectives and functions - Role and functions of advertisement agencies. Advertising agency skills and service, client agency relationship. Media selection: print, broadcasting, outdoor media. Visual layout, art work, production traffic copy, effective use of words.
- 3. Advertisement budgets and effectiveness:** objectives and Importance of Budgeting, Methods: Affordable Method, Competitive parity and Task objective Method. Testing of advertising effectiveness: Pre-testing, post testing, experimental designs.
- 4. Sales Promotion:** Importance and objectives of sales promotion; sales promotion tools and techniques: consumer, middleman and sales men, Measuring effects of sales promotions, Organising Sales Promotion Campaigns.
- 5. Major tools of sales promotion:** samples point of purchase, displays & demonstrations, exhibitions & fashion shows, sales contests & games of chance and skill, lotteries gifts offers, premium and free goods, price packs, rebates patronage rewards. Conventions, conference & trade shows, specialties and novelties.

REFERENCES:

- *Advertising & Sales Promotion, SHHKazmi, SatishBatra, Excel.*
- *Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson.*
- *Integrated Advertising, Promotion and Marketing Communications, Kruti shah, AlonD'Souza, TMH.*
- *Advertising and Sales Promotion Management, S.A.Chunwalla, Himalaya.*

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**(18MB9027) KNOWLEDGE MANAGEMENT
(Elective Course-2)**

Course Objective: To provide the basics of the emerging area of Knowledge Management to students. This course through light on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

Course Outcome: Provides an education on Knowledge as a source for effective career management for both Individuals and group of people for sustaining. This course would lead students to make their skill and abilities as roots for success by effective managing of Knowledge.

- 1. Introduction to Knowledge Management:** Definition, scope and significance of Knowledge Management, Techniques of Knowledge Management Difficulties in Knowledge Management, Principles of Knowledge Management, types of knowledge management Measures for meeting the challenges of implementing KM programmes.
- 2. Essentials of Knowledge Management:** Organisational Knowledge Management, Characteristics, components - Organisational knowledge types- Organisational knowledge capital- Organisational knowledge classification - Knowledge Life cycle- Organisational knowledge sources- process, Knowledge Conversion - Organisational knowledge progression – Technology Enablers - Organisational Human Capital – Meta Knowledge
- 3. Implementation of Knowledge Management:** Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM, the Indian experience, Net Banking in India, The Mystique of a Learning Organisation.
- 4. Knowledge Management and Information Technology:** Role Information Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective Knowledge Management Systems through Information Technology, E-commerce and Knowledge Management,
- 5. Future of Knowledge Management and Industry perspective:** Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, challenges and future of Knowledge Management.

REFERENCES:

- *Knowledge Management*, Tapan K Panda: Excel.
- *Knowledge Management*, Fernando: Pearson.
- *Knowledge management: An Evolutionary view*, Becerra Fernandez: PHI.
- *Knowledge Management*, B.Rathan Reddy: Himalaya.
- *Knowledge Management*, Sislop: Oxford University Press,.

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**(18MB9028) DATA WAREHOUSING AND MINING
(Elective Course-2)**

Course objective: To give an understanding Data Warehousing and Data Management concepts.

Course Outcome: Facilitates the skill of dealing with data in such a way of keeping it as a asset and using them for drawing of better results. So that business organizations may get advantage of competition.

- 1. Managing Data:** Individual Data Management, Organisational Data Warehousing and Data Management, Components of Organisational Memory, Evaluation of Database Technology.
- 2. Database Systems in the Organisation:** Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations and Data Warehousing.
- 3. The Data Warehouse Data Base:** Context of Data Warehouse Data Base, DataBase Structures – Organizing Relational Data warehouse use – Multi-Dimensional Data Structures – Choosing a Structure. Meta Data: Human Meta Data, Computer Based Meta Data for people to use, Computer based Meta Data for the Computer to use.
- 4. Analyzing the Contexts of the Data warehouse:** Active Analysis, User Queries –
OLAP Constructing a Data warehouse System: Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage.
- 5. Getting Data into the Data warehouse** – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.

REFERENCES:

- *Data warehousing, Data Mining OLAP*, Berson Smith, TMH.
- *Data Mining Techniques and Tasks*, T.H.M.Sivanandam, Thomson.
- *Decision Support Systems and Data warehouse Systems*, Efram G. Mallach:
- TMH. *Modern Data Warehousing, Mining and Visualization Core Concepts*, Marakas, Pearson.

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**(18MB9029) FINANCIAL MARKETS AND SERVICES
(Elective Course -3)**

Course objective: is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

Course Outcome: After completion of this course, a student will be able to examine the role of the financial system in the economy, explain how regulation, inflation, and technology influence the development of financial institutions. Demonstrate an awareness of the variety of financial instruments, markets and services.

- 1. Introduction to Financial System :** Elements of Financial System and Economic Development, Regulatory and Promotional Institutions, Function and Role of RBI, Monetary Policy and Techniques of RBI,
- 2. The Banking and Non-banking Institutions:** The public and the private sectors –structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.
- 3. Financial and Securities Markets:** Primary and Secondary Markets, Structure and functions of Money Market, -Call call money market ,Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets:- Organization and structure, listing trading and settlement of securities market, , The role and functions of SEBI.
- 4. Fund Based Services: Lease and Hire Purchase, Consumer Credit and Factoring. Venture Capital Financing and Housing Finance.**
- 5. Fee-based Services:** Stock broking, Credit Rating, Merchant Banking, Portfolio services. Underwriting, Depository services, Challenges faced by Investment Bankers.

REFERENCES:

- *Financial Markets and services, Appannaiah, Reddy and Sharma, HPH*
- *Financial Institutions and Markets, L. M. Bhole, 4/e Tata McGraw Hill.*
- *Financial services, Gorden & Natarajan, Himalaya publishers.*
- *Financial services, Thirpati, PHI.*

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**(18MB9030) CUSTOMER RELATIONSHIP
MANAGEMENT
(Elective Course-3)**

Course objective: is to provide students with a good knowledge of Customer Relationship Management, Technological and Operational Issues in implementing CRM.

Course outcome: After the course, the students should be able to appreciate the importance of CRM in today's competitive environment. The students would get a deeper insight to Business and technology issues pertaining to the implementation of CRM projects. They should also be able to analyse current problems and reasons for CRM failures and the cases will help them to get a better understanding of implementation issues.

- 1. Conceptual Foundations:** Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship selling concept. Customer Service Customer Satisfaction and Loyalty.
- 2. Customer acquisition and Technological Tools for CRM:** Retention and Development – Complaint Management – Sales Force Automation. – Components of CRM Solutions – Product offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People soft – e CRM.
- 3. Managing and Technological and Operational Issues in implementing CRM:** Planning CRM Program-- Benefits and barriers to CRM.
- 4. Customer Relationship Quality Management:** Designing an Effective Relationship Management System.
- 5. CRM Road blocks:** Privacy and Ethics – Future of CRM.

REFERENCES:

- *Customer Relationship Management*, Jagdish Seth, TMH.
- *Customer Relationship Management*, chaturvedi Mukesh, Excel.
- *Customer Relationship Management*, Peelan, Pearson.
- *Customer Relationship Management Essentials* John W Gosney and Thomas PBoehm, PHI.

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**(18MB9031) TRAINING AND DEVELOPMENT
(Elective Course-3)**

Course objective: To provide an overview of Training and Development in the organization.

The prerequisite for the course is knowledge of HRM.

Course Outcome: Student will able to apply the different training methods for development of employees being more productive at workplace.

1. Training concepts: Introduction - Concept - Training Process- Significance- Models

of Training-. Training function: HR and the Training function - Training and corporate strategy - Organization and Management of Training Function.

2. T&D Organizations and policies: Training Centers in organisations- Role of external

agency in T&D- Training as consultancy. - Evolving Training Policy- Training budget and schedules/calendar.

3. Training Needs Assessment: Definition and purposes - Components of Needs assessment- Advantages- Competency modeling - Organization Analysis - Team Work for Conducting Training Needs Analysis- selection of Trainees.

4. Design of training programme: Course content design – Trainer skill development

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Facilities design- Trainee design -Resistance in Training- Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest.

5. Training methods: Indoor training methods: On-the-job Training - Off –the – job methods- Behavior Modeling- Audio Visual Enhancements to Training- Outdoor training methods, E-learning and Evaluation of T & D programme: E-learning methods- Computer-Based Training-programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training programme- Conceptual model of training - Effectiveness - Evaluation criteria-Kirkpatrick model.

REFERENCES:

- *Employee Training and Development*, Raymond A.Noel, TMH.
- *Effective Human Resource Training and development Strategy*, B.RathanReddy,Himalaya.
- *Human Resource Development*, Halder,Oxford.
- *Effective Training*, Banchand, Thacker, Pearson.

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**(18MB9032) SUPPLY CHAIN MANAGEMENT
(Elective Course-3)**

Course Objective: is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality.

Course Outcome: The course will also strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management. Consequently the course provides advanced knowledge about logistics and their supporting systems from a supply chain perspective.

- 1. Role of Distribution in Value discovery:** Designing a distribution logistics system – Outsourcing of distribution logistics – Distinction between distribution logistics and supply chain management. Introduction - Supply Chain – Fundamentals – Evolution - Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.
- 2. Strategic Sourcing - Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum - Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.**
- 3. Supply Chain Network - Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design – Network Design decisions using Decision trees.**
- 4. Planning Demand, Inventory And Supply - Managing supply chain cycle inventory. Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products - multiple item - multiple location inventory management. Pricing and Revenue Management**
- 5. Current Trends - Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping - SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains - Reverse Supply chain. Agro Supply Chains.**

REFERENCES:

- *Supply chain Logistics Management*, Bowersox, Closs, Cooper, 2/e, TMH.
- *Supply Chain Management*, Janat Shah, Pearson
- *Supply chain management concepts and cases*, Rhaul V. Altekar, PHI.
- *Exploring Supply Chain – theory and practice*, Upendra Kachru, excel.

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**(18MB9033) Cost and Management Accounting
(Elective Course-4)**

Course Objective: To understand the components of product cost, their calculation methods, and their control.

Course Outcome: Students will be able to understand a) Fundamentals of Management accounting and Cost accounting b) Cost analysis c) Marginal costing d) Budget and Budgetary controls d) Standard costing.

- 1. Introduction to Management Accounting, Cost analysis and Control:** Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. Activity based costing.
- 2. Costing for Specific Industries:** Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.
- 3. Marginal Costing :** Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor, Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems.
- 4. Budgetary Control:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting.
- 5. Standard Costing:** Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.

- *Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012*
- *S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.*
- *M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.*
- *James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.*
- *Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.*
- *Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006*

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**(18MB9034) PRODUCT AND BRAND MANAGEMENT
(Elective Course -4)**

Course objective: To provide students with detailed knowledge of Classification of Products, Product Mix, Product Line, Product Strategies, Product Positioning Strategies, Product Planning and Development for existing products, New Product Development, Brands in New economy – Brand Hierarchy, Brand Personality, Brand Image, Brand Identity,

Course Outcome: This course will assist students in a position as a good market analyst by understanding the concepts of Products and services that has different forms and attaching good brand value and image of the products. After this learning they could clearly understand the difference between products and Brands.

- 1. Product Decisions :** product concepts, types of consumer products, product lines and mixes, importance's of New products, product characteristics, universal product codes. Factors influencing the design of the product, changes affecting product management.
- 2. Understanding Brands:** Branding, benefits of Branding, brand identity, Brand image, and commodity vs Brands.
- 3. Managing Brands and brand equity:** Brand Extension, Brand Revitalization, brand hierarchy, brand personality, brand loyalty, umbrella branding.
- 4. Measuring & Interpreting Brand Performance:** Brand assessment through research
– Brand Identity, Brand positioning, Brand image,
- 5. Branding in different sectors:** Customer sector, in Industrial sector, in Retail sector, in service sector, global issues in branding.

REFERENCES:

- *Marketing and Branding*, S.Ramesh Kumar, Pearson.
- *Product Management in India*, RamanujMajumdar, PHI
- *Product Management*, C.Nandan, TMH.
- *What's in a Brand?* , John Philip Jones, TMH

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**(18MB9035) HUMAN RESOURCE METRICS AND ANALYTICS
(Elective Course-4)**

Course objective: To provide the students with the conceptual framework and Human Resource Planning.

Course Outcome: Able to make decisions on Effective planning and organizing human resource according to the emerging context in Industry and Business.

- 1. Essence of Human Resource Planning:** Meaning, definition, factors, process, importance of HRP- Macro and Micro Level Manpower Planning, Systems Approach to Human Resource Planning – Manpower Inventorying – Methods – Manpower Forecasting – Models and Techniques.
- 2. Recruitment** – Sources – Evaluation and Selection – Procedures – Techniques – Factors Influencing Recruitment and Selection , Placement – Induction – Training – Strategies for Orienting New Employees – Career Planning
- 3. Manpower Utilization** – Indices and Techniques - Factors Affecting Performance, Employee retention – Transfer – Promotion – Job redesign techniques – Job rotation – Job enrichment – Job enlargement.
- 4. Staffing Policy** - Downsizing – Retrenchment, Retirement, Redeployment, and Exit Strategy, workers participation in management, quality circles, quality of work life.
- 5. Human Resource Information System** -Human Resource Accounting – Human Resource Auditing – Human Resource Audit Report for Business Improvement, recent trends in HRP.

REFERENCES:

- *Human Resource Planning*, DK Bhattacharya, Excel.
- *Human Resource System*, Udaiprakesh and T.V. Rao, Oxford.
- *Manpower Planning and Development of Human Resources*, Thomas H. Patters: John Wiley.

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**(18MB9036) E-BUSINESS
(Elective Course-4)**

Course objective: The objective of the course is to provide students with a good knowledge of e-commerce and e-business principles and practices.

Course Outcome: Student will learn the basic components that are related to electronic business management and its operational strategies for marketing effectiveness.

- 1. E-Markets:** E-Markets vs. Traditional Market, E-business elements, E-Markets Success factors, E-Market Technology Solutions. E-Procurements: The purchasing process, Developments in IT purchasing, E-procurement-Models.
- 2. Security and Reliability for e-business:** Reliability and Quality considerations and Quality requirements, Risk Management, Trust, E-business security.
- 3. Approaches to Middleware:** Understanding Middleware, Remote Procedure calls (RPC), Remote Method Invocation (RMI), Message – Oriented Middleware (MOM), Data-access middleware, Remote function calling (RFC) Understanding legacy system.
- 4. Enterprise application and E-business Integration:** overview of Enterprise application and E-business Integration, Integration Challenges.
- 5. E-business Solutions and Protocols:** Web services-service-Oriented architecture, Required business standards and protocols. Review of applicable IT Laws.

REFERENCES:

- *E-Commerce, the Cutting Edge of Business*, Kamalesh K Bajaj & Debjani Nag, TMH.
- *E-Commerce*, Parg Diwan, Excel.
- *e-business Roadmap for success*, Ravi kalakota & Maina Robinson, Pearson.
- *Creating a winning e-business*, Napier, 2/e
- Thomson. *e-Commerce and e-Business*, Chaffey, Pearson

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**(18MB9037) INDUSTRY ANALYSIS AND REPORT
PRESENTATION**

Students can choose a specific industry for analysis and write their observations as to the trend, future prospective problems etc based on secondary source of data such as economic times, financial express, and data base such as prowess center for monitoring Indian economy (CMIEE) can be used.

The evaluation of the industry analysis report and seminar viva will be with internal 40 marks and with external 60 marks done Internally.

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(18MB9038) BUSINESS SIMULATION LAB

Course objective: The course aims is to understand statistical tools learnt in MS-Excel and SPSS.

Course Outcome: The Course Outcome is that the students should be able to: Analyse the data to draw inference for decision making. Understand application of statistical measures of central tendency. Understand application of ANOVA. Analyse trends. Test hypotheses.

- 1. EXCEL Lessons:-** Customizing the Quick Access Toolbar.- Creating and Using Templates.-Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.-Formatting Data and Using the Right Mouse Click.- Saving, Page Setup, and Printing.-Using Headers and Footers.- Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.- Data from External Sources.- Using and Formatting Tables.- Basic Formulas and Use of Functions.-Data Analysis Using Charts and Graphs.-Managing, Inserting, and Copying Worksheets.- Securing the Excel Document (Protect Cells and Workbook).
- 2. Advanced excel lessons-** Advanced Formulas and Functions.- Advanced Worksheet Features.- Advanced Data Analysis using Pivot Tables and Pivot Charts.
- 3. Overview of SPSS,** Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package
- 4. Simulation of frequency distributions:-** Binomial, poisson, exponential, weibull and Normal Distributions
- 5. Statistical tools for execution using excel:-** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency-mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of-variation. Correlation, regression lines. t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.

REFERENCES

- David Whigham “ Business Data Analysis Using Excel”’ Oxford University Press.
- Bajpai “ Business Statistics” Pearson.
- D P Apte :Statistical Tools for Managers USING MS EXCEL, Excel Books.
- Bruce Bowerman, Business Statistics in Practice, TMH.

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(18MB9039) GREEN BUSINESS MANAGEMENT

Course objective: To provide students with knowledge of Environmental Management that toplay crucial role in changing business environment scenario and importance of Bio-diversity and Sustainable Development and also managing International Standard Organizations with Green Techniques and Methods

Course Outcome: The Course enables students to understand importance of Environmental Management in business and management of Corporate Environmental Responsibility for Sustainable Development and can understand how International Standards can be managed in the organization with implementation of Green techniques and Methods.

- 1. Introduction of Green Management:** The concept of green management; evolution;nature, scope, importance and types; developing a theory; green management in India; relevance in twenty first century
- 2. Organizational Environment;** Internal and External environment; Indian corporatestructure and environment; how to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, life cycle analysis of materials, sustainable production and its role in corporate social responsibility (CSR) and Corporate environmental responsibility (CER).
- 3. Approaches from Ecological Economics;** Indicators of sustainability; Ecosystemservices and their sustainable use; Bio-diversity; Indian perspective; Alternate theories
- 4. Environmental Reporting and ISO 14001;** Climate change business and ISO 14064;Green financing; Financial initiative by UNEP; Green energy management; Green product management
- 5. Green Techniques and Methods;** Green tax incentives and rebates (to green projectsand companies); Green project management in action; Business redesign; Eco-commerce models

REFERENCES:

- *Green Marketing and Management: A global Perspective* by John F. Whaik, QbaseTechnologies.
- *Green Management and Green Technologies: Exploring the Causal Relationship* byJazminSeijasNogarida , ZEW Publications.
- *The Green Energy Management Book* by Leo A. Meyer, LAMA books.
- *Green Project Management* by Richard MaltzmanAnd David Shiden, CRC PressBooks.
- *Green and World* by Andrew S. Winston, Yale Press Books.

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**Open Electives-II
(18MB9040) COMPUTER APPLICATION FOR BUSINESS**

Course objective: To provide the basic concepts of systems and Management of Information System and utility of the systems for the managerial decisions.

Course Outcome: At the end of the course, it is expected that students are able to understand the usage of Information Systems in the decision making and management of organisation. Further the student would be aware of various Information System solutions like ERP, CRM, Data warehouses and the issues in successful implementation of these technology solutions in any organization.

- 1. Introduction to MIS** – Importance of information for management decisions – Systems Approach and Information – Information System Architecture – Quantitative Techniques and Management Information Systems interfacing.
- 2. Structure of MIS:** Basic structural concepts: formal and informal information systems; public and private information systems; Information Systems– MIS Office automation – Decision Support System – Expert systems– Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS).
- 3. MIS development and Functions:** Overview of System Development – System development methodologies; SDLC approach; prototyping approach and user development approach- Creating a database environment, data mining and data warehouses.
- 4. Implementation, Evaluation, maintenance and Control of MIS** – software life cycle models – verification and validation, Testing security – coding techniques – detection of error – software metrics, software quality assurance – cost benefit analysis – Types of information system Control.
- 5. Enterprise Resource Planning:** Introduction, objectives, Difference between ERP and Conventional Packages, Modules of ERP, Customer Expectation from ERP packages, Suggestions to an ERP vendor: Customer Relationship Management, Supply Chain Management.

REFERENCES:

- *Management Information Systems, C Laudon and Jane P. Laudon, et al, Pearson Education.*
- *Management Information Systems Text & Cases, W S Jawadkar, Tata McGraw-Hill.*
- *Concept in Enterprise Resources Planning Ellen F. Monk & Bret J. Wagner, Cengage learning, Third Edition.*
- *Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books.*
- *Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India.*

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**Open Electives-II
(18MB9041) WORLD TRADE ORGANIZATION &
INTELLECTUAL PROPERTY RIGHTS**

Course objective: understand, define, and differentiate different types of intellectual property(IP) and their roles in contributing to organizational competitiveness, understand the framework of the strategic management of IP. Appreciate and appraise different IP management (IPM) approaches and describe how pioneering firms initiate, implement, and manage IPM programs. Explain how to derive value from IP and leverage its value in new product and service development, learn the legal management of IP and gain an understanding of the real-life practice of IPM.

Course Outcome:

- a. identify different types of IP and the right of ownership and scope of protection, and ways to create and extract value from IP;
- b. understand the crucial role of IP in organisations in different industrial sectors for the purpose of product and technology development;
- c. identify activities that constitute IP infringement and the remedies available to the IP owner, and describe the precautionary steps to be taken to prevent the infringement of proprietary rights in products and technology development.

1. **Introduction-** General Agreement on Tariffs and Trade (GATT) Eighth Round:Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration – WT O Agreements includingTRIPS & TRIMS.
2. **WIPO** – Paris convention – Bern Convention – WCT- Budapest treaty – MadridAgreement – Hauge Agreement – UPOV.
3. **IPR-1 Patents:** Historical Background of IPR- Introduction, definition andclassification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.
4. **IPR – 2 : Designs and Geographical Indication (GI)** – Designs: Basic requirements –Procedure – Convention application – Term – Date Geographical

Indication:Definition – What can be registered – Who can apply – Rights – Term – Restrictions

5. IPR-3: Trade marks and Copy rights: Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trade marks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement – Remedies.

REFERENCES

- *World Trade Organization: Implications on Indian Economy*, P. K. Vasudeva ,Pearson Education, 2015
- *WTO-Text and cases*, P.Krishna Rao, Excel Books, 2015.
- *World Trade and Payments-An Introduction*, Caves, Frankel, Jones, Pearson Education, 2015.
- *Intellectual property rights , The WTO and Developing countries*, Carlos M. Correa ,Zed books
- *WTO- Trade –related aspects of IPR*, Peter-Tobias s toll, Jan busche , Katrian arend, Library of congress
- *World Trade Organisation (WTO) and Developing Countries*, Surendra Bhandari, Vikas Publishing House.

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**Open Electives-II
(18MB742) CROSS CULTURAL MANAGEMENT**

Course objective: The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business. The course is aimed at significantly improving the ability of practicing managers to be effective global managers. The course is concerned with considering the issues and problems of managing in cross-cultural situations, in particular at the people problems that invariably arise in international business relationships.

Course Outcome: Students will get knowledge on different national cultures and business, impact of cultures. They can come to know international management practices and can evaluate the challenges and opportunities of doing business at national and regional context.

1. **Introduction** – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.
2. **Cultural Dimensions and Dilemmas:** Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.
3. **Culture and Organizations:** Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.
4. **Culture and Communications:** Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.
5. **Cross Cultural Team Management:** Working with International teams – Group processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

REFERENCES:

- *Understanding Cross-Cultural Management*, Marie-joelle Browaeys and Roger Price, Pearson, 2015.
- *Cross Cultural Management*, David C. Thomas, 2/e, Sage Publications, 2014.
- *Cross Cultural Management: Knowledge Management Perspective*, Nigel Holdon, Pentice Hall, 2012.
- *Multinational and Cross Cultural Management*, Parissa Haghirian, Routledge, 2012.
- *International Management-Cross cultural Dimension*, Richard Mead, 3/e, Blackwell, 2015.
- *Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management*, Jerome Dumetz, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA

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**Open Electives-IV
(18MB743) Innovation Technology Management**

Course objective:

- The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business.
- The course is aimed at significantly improving the ability of practicing managers to be effective global managers. The course is concerned with considering the issues and problems of managing in cross-cultural situations, in particular at the people problems that invariably arise in international business relationships.

Course Outcome:

- Students will get knowledge on different national cultures and business, impact of cultures. They can come to know international management practices and can evaluate the challenges and opportunities of doing business at national and regional context.
1. **The Evolution of Technology:** Markets, and Industry, Technology and Industry Evolution, ,The Evolution of Markets: Innovation Adoption, Diffusion, Market Growth, New Product Entry, and Competitor Responses.
 2. **The Development and Introduction:** New Products Understanding Customer Needs, Product Development as a Problem-solving Process
 3. **Managing the ‘Unmanageables:** Sustained Product Innovation Deborah Dougherty
 4. **The Management and Organization of Innovation:** Knowledge Spillover, Strategic Alliances and Innovation.
 5. **The Contribution of Public Entities to Innovation and Technological Change:** Case Study

REFERENCES:

- Handbook on Resilience of Socio-Technical Systems, Edited by Matthias Ruth, Stefan Goessling-Reisemann
- The Roles of Innovation in Competition Law Analysis, Edited by Paul Nihoul, Pieter Van Cleynenbreugel
- The Revolution in Energy Technology, Jorge Niosi, Xue Han

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**Open Electives-II
(18MB744) Sustaining Organizational Culture &
Teamwork**

Course objective:

- The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business.

Course Outcome:

- Students will get knowledge on different national cultures and business, impact of cultures. They can come to know international management practices and can evaluate the challenges and opportunities of doing business at national and regional context.
- 1. Introduction to Management:** Definition, Characteristics, Objectives, Nature, Scope, Significance, Functions and Principles of Management. Management Vs. Administration. Managerial Roles, Levels, Skills and Qualities. Evolution of Management theories: Classical, Neo Classical and Modern Theories.
 - 2. Planning, Decision Making & Controlling:** Concept of Planning, Types of Plans and Process of Planning. Concept of Decision Making, Process and Techniques. Concept of Controlling and Techniques.
 - 3. Culture and Organizations:** Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.
 - 4. Culture and Communications:** Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.
 - 5. Cross Cultural Team Management:** Working with International teams – Group processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

REFERENCES:

- *Understanding Cross-Cultural Management*, Marie-joelle Browaeys and Roger Price, Pearson, 2015.
- *Cross Cultural Management*, David C. Thomas, 2/e, Sage Publications, 2014.
- *Cross Cultural Management: Knowledge Management Perspective*, Nigel Holden, Pentice Hall, 2012.
- *Multinational and Cross Cultural Management*, Parissa Haghirian, Routledge, 2012.

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**(18MB9045) FINANCIAL DERIVATIVES
(Elective Course -5)**

Course objective: To make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc. **Course Outcome:** To make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc.

* **Standard discounting and statistical tables to be allowed in the examinations.**

- 1. Introduction to Derivatives:** Objectives, Development and Growth of Derivative Markets, Types of Derivatives, Uses and misuses of Derivatives, Financial and Derivative markets -Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market.
- 2. Future and Forward Market:** 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
- 3. Options:** Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.
- 4. Basic Option Strategies:** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.
- 5. Swaps:** Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps - Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps

REFERENCES:

- *Financial Derivatives*, Gupta, 1 Edition, PHI .
- *Fundamentals of Financial Derivatives*, Swain.P.K, HPH
- *Derivatives and Risk Management*, Jayanth Rama Varma: TMH.
- *Risk Management Insurance and Derivatives*, G. Koteswar: Himalaya

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**(18MB9046) SERVICES MARKETING
(Elective Course-5)**

Course objective: To provide a deeper insight into the marketing management of companies offering services as product.

Course Outcome: The students will be able to understand the characteristics of services, understand consumer behavior in services, align service design and standards, delivering service, managing services promises.

- 1. Understanding services marketing & CRM:** Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system -Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances.
- 2. Services market segmentations:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty. Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.
- 3. Pricing & Promotion strategies for services:** Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.
- 4. Planning and managing service delivery:** Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.
- 5. Marketing plans for services:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

REFERENCES:

- *Services Marketing – Text and Cases*, Rajendra Nargundkar, TMH.
- *Services Marketing People, Technology, Strategy*, Christopher Lovelock, Wirtz, Chatterjee, Pearson.
- *Services Marketing – Concepts planning and implementation*, Bhattacharjee, excel, 2009
- *Services Marketing*, Srinivasan, PHI.
- *Marketing of Services*, Hoffman, Bateson, Cengage.

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**(18MB9047) ORGANIZATIONAL CHANGE AND DEVELOPMENT
(Elective Course -5)**

Course objective: To provide the students with the conceptual framework and the theories underlying Organizational Development.

Course Outcome: Student become familiar with the concepts of organization development that has driving factors of values and beliefs and approach to development of organizations.

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

REFERENCES:

- *Organisation Change and Development*, Kavita Singh: Excel.
- *Organisation Development and Transformation*, French, Bell & Zawacki, TMH
- *Organization Development*, French & Bell, Pearson.
- *Organization Development*, Daniel Robey & Steven Actman, Macmillan.
- *Organisation Development*, Change, Cummins & Worley, Thomson/Cengage.

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(18MB9048)

**DATA COMMUNICATION AND NETWORK ANALYSIS
(Elective Course -5)**

Course objective: To provide the basic concepts of Data Communication and Network Analysis, network security, privacy and data encryption.

Course outcome: This course serves as a general introduction for students seeking to acquire a foundation in current network technologies for local area networks (LANs), wide area networks (WANs) and the Internet. The course provides an introduction to hardware, software, terminology, components, design, and connections of a network. Network concepts such as the OSI model, topologies, and major protocols, as well as the basic functions of system administration and operation are also included. The course is operating system independent and provides an introduction to several popular network operating.

- 1. Introduction** – General structure of Networks – ISO, OSI Reference Model. Hierarchical Network, connectivity analysis – delay analysis – local access Network design. Physical layer: transmission and multiplexing – digital transmission – circuit switching packet switching – terminal handling – error correction and error correcting codes.
- 2. Data – link layer** : simple protocols. Unrestricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams, centralize hierarchical and broadcasting algorithms.
- 3. Transportation layer and Session layer:** transport service – addressing and connection establishment – flow control and buffering – synchronization – crash recovery gate way– internet work fragmentation – session layer.
- 4. Presentation layer:** network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols.
- 5. Application layer** – distribution systems ISDN – Service & History, TCP/IP and Networking and Internet working Derives.

REFERENCES:

- *Data Communication and Computer Networks*, Duck & Read, Person.
- *Computer Communications and Networking Technologies*, Michael A. Gallo, Cengage.
- *Data Communications and Net Working*, Behrouz A. Forouzan, TMH.
- *Data Networks*, Bertsekas & Gallages, PHI

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**(18MB9049) INTERNATIONAL FINANCIAL MANAGEMENT
(Elective Course -6)**

Course objective: To provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

Course Outcome: After completion of this subject students should be able to discuss the role and practices of foreign exchange markets and their use in financial management by international businesses, explain the exchange rate determination and the role of global financial markets, appraise the financial risks faced by international businesses and the principles for managing these risks and apply the principal financial management techniques in international business.

- 1. Introduction to International Financial Management:** Meaning, Nature, Scope, Importance, Difference between FM and IFM, Risks in IFM, Role of International Financial Manager.
- 2. Foreign Exchange Market:** Function and Structure of the Forex Markets, Major Participants, Types of Transactions and Settlements, Foreign Exchange Quotations, Process of Arbitrage.
- 3. Management of Foreign Exchange Exposure and Risk:** Characteristics of Foreign exchange exposure, Types of Exposure: Economic Exposure, Transaction Exposure, Operating Exposure and Translation Exposure.
- 4. Cross-border Investment Decisions:** Capital budgeting, Evaluation of Cash flows, Approaches to Project Evaluation. Risk in Cross-border Investment Decisions: Political, exchange rates and inflation. Incorporate Risk in Investment Decisions and Risk handling techniques.
- 5. Financing Decisions of MNC's & Working Capital Management:** Introduction, Cost of capital, Capital structure, Methods of raising capital, Cash management, Management of receivables, Inventory management, Financing current assets.

REFERENCES:

- *International Financial Management*, V. A Avadhani, Himalaya .
- *International Financial Management*, S. Eun Choel and Risnick Bruce: TMH.
- *International Financial Management*, Sharan 5th Edition, PHI.
- *International Financial Management*, Madhu Viji: Excel, .

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**(18MB9050) INTERNATIONAL MARKETING
(Elective Course-6)**

Course objective: To provide students with a perspective of International Marketing Management, its environment and complexities.

Course Outcome: The course is to provide a deeper insight into the global marketing management, environment of global markets, assessing global market opportunities, developing and implementing global marketing strategies.

- 1. International Marketing:** Scope and Significance of International Marketing, The importance of international marketing, challenges in international marketing, Differences between international and domestic marketing International environment,
- 2. 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, global marketing mix.
- 3. International product management:** International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in International Marketing, Product and culture, brands in International Market.
- 4. International Marketing Channels:** channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Advertising and Branding, Grey Market goods.
- 5. Export Marketing:** Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

REFERENCES:

- *International Marketing Analysis and Strategy*, SakOnkvisit, John J. Shaw, PHI.
- *Global marketing Management*, Keegan, Green, 4/e, Pearson.
- *International Marketing*, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH.
- *Global Marketing, Management*, Lee, Carter, Oxford.

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**(18MB9051) INTERNATIONAL HRM
(Elective Course -6)**

Course outcome: To provide an outline of Global Human Resource management of MNC'S. **Course Outcome:** student will understand the Human Resource Management concepts and its applications in commercial organizations at Global level that has different challenging contexts and phenomenon.

- 1. International Human Resource Management concept:** Introduction, scope, need, expanding role – Global issues and challenges, Differences between Domestic HRM and GHRM.
- 2. Human and Cultural Variables in Global Organizations –** Cross Cultural Differences – Cross – Cultural Research Methodologies – Hofetede's Hermes Study, Managerial Implications, Cultural Issues.
- 3. International staffing and Compensation Practices –** Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment-Training Expatriation –Repatriation. - Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN'S and TCN'S.
- 4. Appraisal and Training and development in the Global Perspective-** Programmes and Agencies - Evaluation of Global HRM Practices-Need, cross cultural training, learning – Performance management and HR process – Competency appraisal.
- 5. International Industrial Relations and People Management –** Building knowledgesocieties, Trade Unions, Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management.- USA – European Countries, Asian Countries and Middle East,

REFERENCES:

- *International Human Resource Management*, SubbaRao P, Himalaya.
- *International Human Resource Management*, Tony Edwards & Chris Rees, Pearson.
- *International Human Resource Management*, Aswathappa, TMH.
- *Internal Human Resource Management*, Rao P.L, Excel.

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(18MB9052) CORPORATE INFORMATION

MANAGEMENT ((Elective Course -6)

Course objective: To provide a broad outline of Information Technology and its application at corporate business units and to understand all the issues related to the IT management. **Course Outcome:** Student will be able to understand the core and basic concepts of corporate management of information by the way of its planning and alignment of Information Technology.

- 1. IT planning and strategy tools:** Strategy analysis – environment analysis- Conducting strategy audit- Assessing opportunities and risks- Company – technology analysis – Industry –technology analysis Trajectories of technology.
- 2. Extending the enterprise:** Organising for innovation –Collaboration- Understanding business networks: differentiation interdependence and ownership – designing hybrid governance models- building collaborative community- Emerging network business models.
- 3. IT Alignments :** Building the case for IT- leveraging infrastructure and creating options- Components of internet working infrastructures –Rise of internet working – business implications, Managing IT services : Availability facilities-uninterruptible power –Delivery- climate control – security – New service models.
- 4. IT outsourcing** - Managing risk through incremental outsourcing- Outsourcing advantages and disadvantages- Outsourcing opportunities- Managing relationships with outsourcing agencies, Coordination and control of IT : Development stages of IT in organising- Nolans’ model- Distributed data processing - Centralisation vs. decentralisation- drivers toward user dominance- Drivers towards centralised policy-Coordination and location IT policy.
- 5. Project management:** Project categories- Project management: stage in project – planning and controlling tools-Problems – Towards effective project management, Technology and innovation: Understanding technological developments- Technology cycles-. Creative idea generation- Employee creativity – R&D- Role in technology development.

REFERENCES:

- Lynda M.Applegate, Robert D.Ausitn and F. Warren McFarlan, *Corporate Information strategy and Management*, TMH
- Sanjiva Shankar Dubey, *IT strategy and Management*, PHI
- ParagKulkarni *IT strategy for Business*, Oxford.
- V.K.Narayan, *Managing Technology and Innovation for competitive Advantage*, Pearson.
- C.S.G.Krishnamcaharyulu and Lalitha R. *Management of Technology*, Himalaya publication.

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(18MB9053) SEMINAR (Contemporary Issues of Management)

The objective of the seminar is to evaluate the skills required for the managers' viz., communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills acquired by the students in the course of M.B.A and to analyse the managerial capabilities.

Students are required to present a seminar on any contemporary issue of the business.



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(18MB9054) COMPREHENSIVE VIVA-VOCE

Aim: Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva inter alia will enable student to face any job interview and tests on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the subjects learnt in the entire programme of MBA.

Expected outcome:- The following outcomes are expected after the student successfully completes the process of Comprehensive Viva.

1. Firm grounding of fundamentals of core subjects of management.
2. The ability to put across the concepts with ease and good clarity.
3. The ability to use the theoretical framework to solve specific management problems.
4. Demonstrating one's competency in management subjects.

The student is expected to face questions on any core subjects of management as well as all the subjects of his/her specific stream of elective and provide answer convincingly.

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(18MB9055) PROJECT WORK

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

REFERENCES:

- *M.K.Rampal&S.L.Gupta: Project Report Writing, Paragon International.*
- *Surendra Kumar: An Aid to Project Work, Paragon International.*
- *Business Essentials: Research Project, Viva.*
- *Paul Oliver: Writing Your Thesis, Sage.*
- *Michael Jay Polonsky: David S Waller: Designing and Managing a Research Project, Sage.*