



**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**MASTERS IN BUSINESS ADMINISTRATION**

**I MBA-I Semester**

S. No.	Course Code	Course Title	L	T	P	C
1.	25MB9001	Management & Organizational Behaviour	4	-	-	4
2.	25MB9002	Business Environment & Law	4	-	-	4
3.	25MB9003	Managerial Economics	4	-	-	4
4.	25MB9004	Financial Accounting for Managers	4	-	-	4
5.	25MB9005	Statistics for Managers	4	-	-	4
6.	25MB9006	Management Information Systems	4	-	-	4
7.	25MB9007	Business Communication Practice	-	1	2	2
8.	25MB9008	Information Technology Lab	-	1	2	2
		<b>TOTAL</b>	<b>24</b>	<b>2</b>	<b>8</b>	<b>28</b>

**I MBA-II Semester**

S. No.	Course Code	Course Title	L	T	P	C
1.	25MB9009	Financial Management	4	-	-	4
2.	25MB9010	Marketing Management	4	-	-	4
3.	25MB9011	Human Resource Management	4	-	-	4
4.	25MB9012	Business Research Methods	4	-	-	4
5.	25MB9013	Operations Research	4	-	-	4
6.	25MB9014	Operations Management	4	-	-	4
7.	25MB9015 25MB9016 25MB9017	<b>General Elective – I</b> Advance Communication E-Business Industry 4.0 & Innovation	2	-	-	2
8.	25MB9018	Data Analytics Lab	-	1	2	2
		<b>TOTAL</b>	<b>26</b>	<b>1</b>	<b>2</b>	<b>28</b>

## II MBA- I Semester

S. No.	Course Code	Course Title	L	T	P	C
1.	25MB9019	Strategic Management	4	-	-	4
2.	25MB9020	Green Business Management	4	-	-	4
3.	25MB9021 25MB9022 25MB9023 25MB9024	<b>Specialization Elective – I</b> Cost and Management Accounting Product and Brand Management Human Resource Development Mobile Commerce	4	-	-	4
4.	25MB9025 25MB9026 25MB9027 25MB9028	<b>Specialization Elective – II</b> Financial Institutions and Services Consumer Behavior Labor laws and Legislation Supply Chain Management	4	-	-	4
5.	25MB9029 25MB9030 25MB9031 25MB9032	<b>Specialization Elective - III</b> Investment and Portfolio Management Rural Marketing Performance Management Enterprise Resource Planning	4	-	-	4
6.	25MB9033 25MB9034 25MB9035 25MB9036	<b>Specialization Elective –IV</b> Auditing and Taxation Advertising and Sales Promotion Management Knowledge Management Data Visualisation & Analytics	4	-	-	4
7.	25MB9037 25MB9038 25MB9039	<b>General Elective – II</b> (MOOCS) Entrepreneurship Development Project Management Business Ethics & Corporate Governance	2	-	-	2
8.	25MB9040	Business Simulation Lab	-	-	2	1
9.	25MB9041	Experiential Learning Project	-	-	2	1
		<b>TOTAL</b>	<b>28</b>		<b>4</b>	<b>28</b>

## II MBA -II Semester

S.No.	Course Code	Course Title	L	T	P	C
1.		<b>Specialization Elective – V</b>				
	25MB9042	Financial Derivatives	4	-	-	4
	25MB9043	Services Marketing				
	25MB9044	Organization Development				
	25MB9045	Data Communication and Network Analysis				
2.		<b>Specialization Elective – VI</b>				
	25MB9046	International Financial Management	4	-	-	4
	25MB9047	International Marketing				
	25MB9048	Global Human Resource Management				
	25MB9049	Corporate Information Management				
3.	25MB9050	Project Work	-	-	20	10
		<b>TOTAL</b>	<b>8</b>		<b>20</b>	<b>18</b>

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**(25MB9001) MANAGEMENT & ORGANIZATIONAL BEHAVIOUR**

**Course Objectives:**

- To impart basic conceptual knowledge on Management theories and Practices*
- To achieve higher productivity and accomplishing the goals of the organization.*

**Course Out comes (CO):** Student will be able to

- Able to describe the basic principles, levels, skills of management and management theories and apply the concepts in real world.*
- Analyze the various managerial functions to be performed and decision making in different contexts.*
- Recognize, differentiate and assess for an individual, the concept of perception, values, attitudes and personality.*
- Comprehend the various theories of motivation, leadership, and explore group dynamics for the benefit of the organizations.*
- Apply leadership skills in different organizational contexts and lead the people.*
- Improve and develop strategies for organizational change and development, and resolutions for conflict management*

**UNIT -I**

**Role of Management** – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioural – Systems – Contingency.

**UNIT - II**

**Decision Making& Controlling** – Process –Techniques. Planning – Process – Problems — Making It Effective Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective.

**UNIT - III**

**Individual Behaviour & Motivation** –Understanding Individual Behaviour– Perception – Learning – Personality Types–Johari window-Transactional Analysis-Motivation–Concept of Motivation-Motivational Theories of Maslow, Herzberg, David McClelland, and Porter and Lawler

**UNIT - IV**

**Group Behavior& Leadership:** Benefits of Groups – Types of Groups – Group Formation and Development. Leadership and Organizational Culture and Climate: Leadership – Traits Theory – Managerial Grid–Transactional Vs Transformational Leadership– qualities of good leader-Women Leadership in India.

**UNIT - V**

**Organisational Behaviour**–Organizing Process–Departmentation Types–Making Organizing Effective–Organisational culture-Types of culture–Organisational Culture Vs. Organisational climate - Conflict management-Change Management.

**Text books:**

1. Principles of Management, Koonz, Weihrich and Aryasri, Tata McGraw Hill.
2. Organizational Behaviour: Design, Structure and Culture, Gupta, Wiley
3. Management and Organisational Behaviour, Subbarao P, Himalaya Publishing House

**Reference Books:**

1. Organisational Behaviour, S.S. Khanka, S. Chand
2. Organisational Behaviour, Stephen P. Robbins, Pearson Education
3. Organisational Behaviour, Mishra. M.N, Vikas
4. Management and Organisational behaviour, Pierce Gordon, Cengage.
5. Behaviour in Organizations, Hiriappa. B. New Age Publications
6. Organisational Behaviour, Sarma, Jaico Publications.
7. Principles of Management, Murugesan, Laxmi Publications

**Online Learning Resources:**

[https://onlinecourses.nptel.ac.in/noc20\\_mg51/preview](https://onlinecourses.nptel.ac.in/noc20_mg51/preview)  
[https://onlinecourses.swayam2.ac.in/cec20\\_mg03/preview](https://onlinecourses.swayam2.ac.in/cec20_mg03/preview)  
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**I MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9002) BUSINESS ENVIRONMENT & LAW**

**Course Objectives:**

- 1.To Introduce business environment and various business environment factors and laws relating to business that have major repercussions on business enlighten.*
- 2.To explain and update the changes that occur constantly in the sphere of business environment and laws.*

**Course Out comes (CO):** Student will be able to

- 1.Understand the meaning, components of business environment, and analyze the impact of the Industrial Policy of 1991, Liberalization, Privatization, and Globalization.*
- 2.Explain monetary, fiscal, and trade policies, understand the role of EXIM Bank and WTO, and analyze international trade practices like TRIPS, TRIMS, GATS, and anti-dumping measures.*
- 3.Understand the need, classification, and sources of business law and apply the provisions of the Indian Contract Act, 1872 related to valid contracts, offer, and acceptance.*
- 4.Analyze key elements of contracts including consideration, capacity, consent, and legality of object under the Indian Contract Act, 1872.*
- 5.Understand the structure and management of companies under the Companies Act, 1956 including incorporation, directors, meetings, and winding-up procedures.*
- 6.Explain the provisions of the Information Technology Act, RTI Act, and GST Act and evaluate their application in modern business practices.*

**UNIT -I**

**Introduction to Business Environment:** -Meaning, Components of Business Environment. -Industrial policy of 1991, Liberalization, Privatization and Globalization.

**UNIT - II**

**Monetary, Fiscal and Trade Policy:** Monetary& Fiscal Policy –, EXIM Policy, Role of EXIM Bank. Balance of Payments: WTO: Role and functions of WTO in promoting world trade –TRIPS, TRIMS and GATS, - Dumping and Anti-dumping measures.

**UNIT - III**

**Law-Definition:**Need, classification and sources of Business Law, Law of Contract-1872(Part-I): Nature of Contract and essential elements of a valid Contract, Offer and Acceptance. Law of Contract– 1872 (part-II): Consideration, Capacity to Contract and free consent, Legality of the object.

**UNIT - IV**

**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.

## **UNIT - V**

**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- Right to Information Act, 2005 –GST Act 2017.

### **Text books:**

1. Essentials of Business Environment, K.Aswathappa, Himalaya publishers.
2. Economic Environment of Business, 7th Edition, Ahuja H.L.S.chand
3. Merchantile Law-Garg, Sareen, Sharma, Chawla, Kalyani publishers.

### **Reference Books:**

1. Indian Economy, Dutta and Sundaram, S.Chand, New Delhi.
2. Business Environment –Text and Cases, Justin Paul, TMH.
3. Indian Economy-Misra and Puri, Himalaya.
4. Legal Aspects of Business, Ravinder Kumar, Cengage.
5. A Manual of Business Laws, S.N.Maheshwari & Maheshwari, Himalaya.
6. Business law for management, K.R.Bulchandani-Himalaya Publishing.
7. Business law, R.S.N Pillai, Bhagavathi, S.Chand

### **Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/imb22\\_mg02/preview](https://onlinecourses.swayam2.ac.in/imb22_mg02/preview)  
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**(25MB9003) MANAGERIAL ECONOMICS**

**Course Objectives:**

- To impart decision making skills at all levels of management*
- To infuse managerial theories, behavioral theories and optimization methods for effective and efficient functioning of firms.*
- To explain concept of demand, techniques to forecast demand and production analysis considering time factor.*
- To introduce market structures and price strategies applicable under different business scenarios for various products.*

**Course Out comes (CO):** Student will be able to

- Understand the nature scope, and role of managerial economics and its relationship with other business areas*
- Analyze demand, elasticity and apply forecasting techniques for business decision-making*
- Explain production functions, cost concepts, and apply break even analysis in managerial decisions.*
- Evaluate different market structures and apply pricing strategies in various competitive situations*
- Understand the causes and effects of inflation and apply anti-inflationary measures.*
- Analyze the phases of business cycles and suggest steps to manage their impact on business*

**UNIT -I**

**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, Behavioural theories of firm, optimization techniques, New management tools of optimization.

**UNIT - II**

**Theory of Demand: Demand Analysis** – Law of Demand-Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for Demand forecasting, forecasting techniques.

**UNIT - III**

**Production Analysis:** Production function, Isoquants and Iso costs, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale-Cost concepts-cost-out put relationship in the short run and long run, Average cost curves- Break Even Analysis.



**UNIT - IV**

**Market Structure and Pricing practices:** Features and Types of different competitive situations - Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing philosophy–Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products.

**UNIT - V**

**Inflation and Business Cycles:** Definition and meaning-characteristics of Inflation- types of inflation - effects of inflation- Anti-Inflationary methods - Definition and characteristics of business cycles- phases of business cycle - steps to avoid business cycle

**Text books:**

1. Managerial Economics, Dwivedi D.N. Vikas Publishers
2. Managerial Economics, Gupta, TMH

**Reference Books:**

1. Managerial Economics, Pears on Education, James L. Pappas and Eugene F. Brigham
2. Managerial Economics, Suma Damodaran, Oxford.
3. Macro Economics by MN Jhingan-Oxford
4. Managerial Economics-Dr.DM.Mithani-Himalaya Publishers
5. Managerial Economics-Dr.H.L.Ahuja-S.Chand and Co pvt ltd, New Delhi
6. Managerial Economics by Dominick Salvatore, Ravikesh Srivastava-Oxford University press.
7. Managerial Economics by Hirschey- Cengage Learning

**Online Learning Resources:**

[https://onlinecourses.nptel.ac.in/noc21\\_mg90/preview](https://onlinecourses.nptel.ac.in/noc21_mg90/preview)  
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**I MBA – I Sem**

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4	-	-	4

**(25MB9004) FINANCIAL ACCOUNTING FOR MANAGERS**

**Course Objectives:**

1. *To introduce accounting, accounting rules, accounting process and preparation of financial statements.*
2. *To explain methods of valuation of assets,*
3. *To explore the meaning and interpretation of financial statements through ratio analysis technique.*

**Course Out comes (CO):** Student will be able to

1. *Understand the basic concepts, principles, and systems of accounting, including single and double entry.*
2. *Prepare journal entries, trial balance, and final accounts such as trading, profit & loss accounts, and balance sheets.*
3. *Apply methods of depreciation and inventory valuation using basic accounting techniques.*
4. *Analyze and interpret financial statements using key ratios from the investor and company perspective.*
5. *Understand the purpose and preparation of fund flow and cash flow statements.*
6. *Compare and analyze cash flow and fund flow statements for effective financial decision-making.*

**UNIT -I**

**Introduction to Accounting:** Definition, Importance, Objectives and principles of accounting, uses of accounting and book keeping Vs Accounting, Single entry and Double entry systems, classification of accounts – rules of debit & credit. (Only theory)

**UNIT - II**

**The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments. (Problems on Only Final Accounts)

**UNIT - III**

**Valuation of Assets:** Introduction to Depreciation-Methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of Inventory valuation (Simple problems from LIFO, FIFO).

**UNIT - IV**

**Financial Analysis-I** Analysis and interpretation of financial statements from investor and company point of view, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart (A Case study on Ratio Analysis).

**UNIT - V**

**Financial Analysis-II:** Objectives of fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Steps in Preparation of Cash flow statement – Analysis of Cash flow and Funds flow statements -Funds flow statement Vs Cash flow statement. (Only theory).

**Text books:**

1. Financial Accounting, Dr.S.N.Maheshwariand Dr.S.K.Maheshwari,Vikas Publishing House Pvt. Ltd.,
2. Accountancy.MP Gupta & Agarwal, S. Chand

**ReferenceBooks:**

1. Financial Accounting,P.C.Tulisan,S.Chand
2. Financial Accounting for Business Managers,AsishK.Bhattacharyya,PHI
3. Financial Accounting Management An Analytical Perspective,Ambrish Gupta,Pears on Education
4. Accounting and FinancialManagement,Thukaram Rao, New Age Internationals.
5. Financial Accounting Reporting&Analysis,Stice&Stice,Thomson
6. Accounting for Management,VijayaKumar,TMH
7. Accounting for Managers,MadeGowda, Himalaya
8. Accounting for Management, N.P.Srinivasan, & M.Shakthivel Murugan, S.Chand

**Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/cec20\\_mg02/preview](https://onlinecourses.swayam2.ac.in/cec20_mg02/preview)

[https://onlinecourses.swayam2.ac.in/imb19\\_mg06/preview](https://onlinecourses.swayam2.ac.in/imb19_mg06/preview)

[https://onlinecourses.nptel.ac.in/noc19\\_mg37/preview](https://onlinecourses.nptel.ac.in/noc19_mg37/preview)<https://www.coursera.org/learn/wharton-accounting>.

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**(25MB9005) STATISTICS FOR MANAGERS**

**Course Objectives:**

1. To explain descriptive statistics and inferential statistics
2. To introduce various measurements used to describe the data and interpret the results of the data analysis.
3. To describe the concept of probability, theorems, and types of probability distributions of data.
4. To impart the computational, analytical and interpretation skills using the data

**Course Outcomes (CO):** Student will be able to

1. Understand the role of statistics in business and calculate measures of central tendency and dispersion.
2. Apply correlation and regression methods to analyze relationships between variables.
3. Understand and use probability theory and distributions (Binomial, Poisson, Normal) in business contexts.
4. Perform hypothesis testing using z-test, t-test, and ANOVA for business decision-making.
5. Understand the importance of non-parametric methods and distinguish them from parametric tests.
6. Apply chi-square tests and sign tests to analyze qualitative and categorical business data.

**UNIT - I**

**Introduction of statistics**–Nature & Significance of Statistics to Business, Measures of Central Tendency: Mean–Median–Mode; Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, coefficient of variation.

**UNIT - II**

**Correlation & Regression:** Introduction, Significance and types of correlation – Measures of correlation – Co-efficient of correlation. Regression analysis – Meaning and utility of regression analysis–Comparison between correlation and regression–Properties of regression coefficients–Rank Correlation.

**UNIT - III**

**Probability–Meaning and definition of probability**–Significance of probability in business application–Theory of probability: Addition and multiplication–Binominal distribution–Poisson Distribution- Normal distribution.

**UNIT - IV**

**Testing of Hypothesis–Hypothesis testing:** One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t- test), ANOVA Test: One-way and two-way ANOVA.

**UNIT - V**

**Non-Parametric Methods:** Importance of non-parametric method – difference between parametric and non-parametric methods; Chi-square test: Test of Goodness of fit -test for Independence of Attributes; Sign test: One sample and paired samples data.

**Text books:**

1. Statistical Methods, Gupta S.P., S.Chand. Publications
2. Business Statistics, J.K.Sharma, Vikas house publications house Pvt Ltd

**Reference Books:**

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

**Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/cec20\\_mg13/preview](https://onlinecourses.swayam2.ac.in/cec20_mg13/preview)

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<https://iimbx.iimb.ac.in/statistics-for-business-i/>

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**(25MB9006) MANAGEMENT INFORMATION SYSTEMS**

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**Course Objectives:**

1. *To provide the basic concepts of data and Management Information System and utility of the MIS for the managerial decisions.*
2. *To Explain Management of Information system, MIS design and implementation process in an organisation.*
3. *To discuss security, ethical and social issues in management of Information system.*

**Course Out comes (CO):** Student will be able to

1. *Understand the need, scope, structure, and role of MIS in global business and recognize challenges in managing MIS.*
2. *Explain data resource management concepts, including traditional and modern database approaches, DBMS, data models, and data warehousing and mining.*
3. *Apply MIS concepts in business applications such as ERP, CRM, SCM, DSS, and business intelligence systems.*
4. *Understand the process of planning, developing, implementing, and evaluating information systems projects.*
5. *Evaluate the cost-benefit, product-based, and process-based methods for assessing MIS performance.*
6. *Identify security threats to information systems and discuss ethical and social issues in managing IS, including disaster recovery.*

**UNIT -I**

**MIS An overview-** Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, Structure of MIS, role of MIS in global business. Challenges of Managing MIS.

**UNIT - II**

**Data resource management-** Data base concepts, The traditional approaches, the modern approaches (Data base management approaches) DBMS, Data models, Data ware housing and mining.

**UNIT - III**

**Business application of IS-** Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision making and Role of MIS, Business intelligence and Knowledge Managements systems.

**UNIT - IV**

**Management of IS-** Project planning's, System development models, Project management, system analysis, system design, Implementation process, Product based MIS evaluation, Cost/Benefit Based evaluation, Process based calculation, System maintenance

**UNIT - V**

**Security, Ethical Social Issues:** IS security threats, Protecting IS, IS Security Technologies, The disaster recovery plan, IS Ethical Issues, social issues.

**Text books:**

1. MIS–Managerial Perspective, D.P.Goyal, Vikas Publications.
2. Management Information Systems Text&Cases, WS Jawadekar, Tata Mc Graw-Hill.

**Reference Books:**

1. Management Information Systems, C Laudon and Jane Laudon, etal, Pearson Education.
2. MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning
3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India.
4. Management Information Systems, James A. Obrein, Tata McGraw-Hill.
5. Cases in MIS, Mahapartra, PHI.
6. Management Information Systems, Gord on B.Davis & Margrethe H.Olson, Tata McGraw- Hill .

**Online Learning Resources:**

[https://onlinecourses.nptel.ac.in/noc20\\_mg60/preview](https://onlinecourses.nptel.ac.in/noc20_mg60/preview)  
<https://nptel.ac.in/courses/110/105/110105148/>  
[https://onlinecourses.swayam2.ac.in/cec21\\_ge05/preview](https://onlinecourses.swayam2.ac.in/cec21_ge05/preview)

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**SKILL ORIENTED COURSE**

**(25MB9007) BUSINESS COMMUNICATION PRACTICE**

**Course Objectives:**

- 1. To explain communication concepts*
- 2. To develop the students 'competence in communication at an advanced level.*
- 3. To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids.*

**Course Out comes (CO):** Student will be able to

- 1. Understand the concept, process, and types of organizational communication, including formal and informal channels*
- 2. Identify and differentiate types of communication-verbal, nonverbal, oral, and written and their characteristics*
- 3. Apply interpersonal communication skills and analyze how motivation, emotions, and leadership styles impact communication.*
- 4. Recognize communication barriers and apply strategies to overcome them; understand types of listening*
- 5. Develop skills in report writing and drafting various types of effective business letters.*
- 6. Demonstrate proper communication etiquette and apply techniques for successful interviews*

**UNIT -I**

**Concept of Communication**–Significance, Scope–Communication Process– Essentials of good Communication – Channels of Communication– Organization Structure-Formal, Informal Communication – Upward, Downward, Horizontal Communication.

**UNIT - II**

**Types of communication:** Verbal – Oral Communication: Advantages and Limitations of Oral Communication, Written Communication – Characteristics, Advantages & Limitations Nonverbal Communication: Sign language – Body language – Kinesics – Proxemics – Haptics: Chronemics.

**UNIT - III**

**Interpersonal Communication:** Communication Styles, Managing Motivation to Influence Interpersonal Communication – Role of emotion in Inter personal Communication – Leadership styles.

**UNIT - IV**

**Barriers of Communication:** Types of barriers–Technological–Socio-Psychological barriers– Over coming barriers, Types of listening.

**UNIT – V**

**Report writing**–Formal reports–Writing effective letters–Different types of business letters-Interview techniques – Communication etiquettes.



**Text books:**

1. Business Communication: A Practical Approach, Naik, Willey
2. Business Communication, C.S. Rayudu, HPH.
3. Business Communication, Meenakshi Raman, Oxford University Press.

**Reference Books:**

1. Business communication, Shalini Varma, Vikas.
2. Business Communication, Raymond V. Lesikar, Neeraja Pandit et al., TMH
3. Business Communications, Hudson, Jaico Publications
4. Business communication for managers, Penrose, Rasberry, Myers, Cengage
5. Effective Communication, Harvard Business School, Harvard Business Review No. 1214.
6. Essentials of Business Communication, Rajendra Pal, JS. Korlahhi, S. Chand

**Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/imb19\\_mg14/preview](https://onlinecourses.swayam2.ac.in/imb19_mg14/preview)

[https://online-degree.swayam.gov.in/dyp20\\_d02\\_s1\\_hs01/preview](https://online-degree.swayam.gov.in/dyp20_d02_s1_hs01/preview).

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**(25MB9008) INFORMATION TECHNOLOGY LAB**

**Course Objectives:**

- 1. To provide knowledge on applications of information technology and*
- 2. To demonstrate the MS Office applications with hands on experience in the lab.*
- 3. To explain and exhibit statistical functions of association, testing hypothesis for the data and analyse and interpret the outcome of the data.*

**Course Out comes (CO):** Student will be able to

- 1. Identify and understand basic computer hardware components and their business applications.*
- 2. Describe the functions and features of various operating systems including Windows, Linux, Android, and iOS.*
- 3. Demonstrate skills in using MS Word for document formatting and professional editing.*
- 4. Apply advanced features of MS Word such as mail merge, macros, and templates.*
- 5. Create and design impactful business presentations using MS PowerPoint.*
- 6. Use drawing tools, templates, and multimedia features to prepare professional visual content.*

**List of Experiments:**

**UNIT -I**

**Introduction to Hardware Component:** (need to explain using images or videos) Various Input output devices and their usage in corporate world- Memories (RAM/ROM) and its types– Various types of processes- Storage devices Internal vs External

**UNIT - II**

**Instruction to Operating System** (need to explain using videos) – overview of Windows 7/8.2/10/server- Ubuntu – Linux- various versions of Android- iOS – Capturing GPS enabled pictures- tools for filesharing to Mobile to Mobile- System to Mobile.

**UNIT - III**

**MS WORD I-** Over views of various Ribbons- paste special- formatting- usage of Font -Textbox- equations -line spacing – bullets- — page layouts-styles- header and footers – watermark-margins-indent- print preview-split -views- keyboard shortcut keys.

**UNIT - IV**

**MS WORD – II** Mail Merge- Macros- Designing a company letter pad- Time table– letter writing-overview of power point -preparation of company presentation.

**UNIT – V**

**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. Power point shortcut keys.

**Reference Books:**

1. Coxetall-2007MicrosoftOfficeSystemStep-by-Step, First Edition, PHI.
2. David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.
3. Alexis Leon, TMH, 2008, Enterprise resource planning.
4. The Oxford Hand Book of Internet studies, William.H Dulton, Oxford.

**Online Learning Resources:**

<https://www.coursera.org/specializations/excel>

<https://www.coursera.org/specializations/everyday-excel>

<https://www.coursera.org/learn/excel-basics-data-analysis-ibm>.

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(AUTONOMOUS)**

**I MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9009) FINANCIAL MANAGEMENT**

**Course Objectives:**

1. To explain the importance of finance function and goals of financial managers.
2. To impart the decision-making skills in acquiring, allocating and utilizing the funds of a company.
3. To educate on corporate restructures and corporate governance.

**Course Out comes (CO):** Student will be able to

1. Understand the nature, scope, and goals of the finance function, including the concepts of profit versus wealth maximization.
2. Analyze investment decisions using traditional and discounted cash flow (DCF) capital budgeting methods, including NPV and IRR.
3. Evaluate financing decisions, including sources of finance, capital structure (EBIT-EPS analysis), and the cost of capital (component costs and weighted average cost).
4. Comprehend the concept and characteristics of working capital, factors determining it, and the management of current assets (cash, receivables, and inventory).
5. Explain different forms of dividends and their implications for corporate finance.
6. Describe corporate restructuring strategies, specifically mergers, acquisitions, takeovers, and principles of corporate governance.

**UNIT -I**

**The Finance function:** Nature and Scope. Importance of Finance function–The role in the contemporary scenario – Goals of Finance function; Profit Vs Wealth maximization (Only theory).

**UNIT - II**

**The Investment Decision:** Investment decision process–Project generation, Project evaluation, Project selection and Project implementation. Capital Budgeting methods–Traditional and DCF methods. The NPV Vs IRR Debate. (Simple Problems)

**UNIT - III**

**The Financing Decision:** Sources of Finance – A brief survey of financial instruments. The Capital Structure Decision in practice: EBIT-EPS analysis. Cost of Capital: The concept, Measurement of cost of capital–Component Costs and Weighted Average Cost. The Dividend Decision: Major Forms of Dividends. (simple problems on only weighted average cost of capital)

**UNIT - IV**

**Introduction to Working Capital:** Concepts and Characteristics of Working Capital, Factors determining the Working Capital, Working Capital Cycle-Management of Current Assets–Cash, Receivables and Inventory, Financing Current Assets (Only Theory)

**UNIT - V**

**Corporate Restructures:** Corporate Mergers and Acquisitions and Take-overs-Types of Mergers, Motives for mergers, Principles of Corporate Governance. ( Only Theory)

**Text books:**

1. Financial management–V.K. Bhalla, S.Chand
2. Financial Management, I.M. Pandey, Vikas Publishers.
3. Financial Management—Text and Problems, MY Khan and PK Jain, Tata McGraw-Hill

**Reference Books:**

1. Principles of Corporate Finance, Richard Abreale yetal., Tata McGraw-Hill.
2. Financial Management, Tulsian P.C.& Tulsian Bharat, S.Chand
3. Fundamentals of Financial Management, Chandra BoseD, PHI
4. Financial Management, William R. Lasheir, Cengage.
5. Financial Management –Text and cases, Bringham & Ehrhardt, Cengage.
6. Case Studies in Finance, Bruner.R.F, Tata Mc Graw Hill, New Delhi.
7. Financial management, Dr. M.K. Rastogi, Laxmi Publications

**Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/cec20\\_mg05/preview](https://onlinecourses.swayam2.ac.in/cec20_mg05/preview)

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[https://online-degree.swayam.gov.in/dyp20\\_d01\\_s2\\_mg11/preview](https://online-degree.swayam.gov.in/dyp20_d01_s2_mg11/preview)

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(AUTONOMOUS)**

**I MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9010) MARKETING MANAGEMENT**

**Course Objectives:**

1. *To explain basic concepts of Marketing.*
2. *To describe consumer markets, segments and brand equity to survive in the competitive market.*
3. *To impart knowledge on creating and communicating values in the present digital marketing environment.*

**Course Out comes (CO):** Student will be able to

1. *Understand the core concepts of marketing management, including marketing strategies, the marketing mix, product life cycle, competitor analysis, and marketing research.*
2. *Analyze consumer and business markets, identify market segments, and develop strong brand positioning and brand equity.*
3. *Develop and manage product and service strategies, including pricing and new market offerings.*
4. *Design and execute integrated marketing communications, encompassing advertising, sales promotions, events, digital communication, and personal selling.*
5. *Manage value delivery through effective retailing, wholesaling, logistics, and integrated marketing channels.*
6. *Explain the nature and importance of sales management, including the skills of a sales manager, sales objectives, and different types of sales organizations.*

**UNIT -I**

**Understanding Marketing Management:** Concepts of Marketing, Marketing Strategies & Plans, Creating long term loyalty relationships, Marketing mix, PLC, Analyzing Competitors, Conducting Marketing research.

**UNIT - II**

**Connecting with Customers & Building Strong Brands:** Analyzing Consumer Markets, Analyzing Business Markets, tapping in to global markets, identifying market segments and targets, Crafting Brand Positioning, Creating Brand Equity- Addressing Competition and driving growth.

**UNIT - III**

**Creating & Communicating Value:** Setting product strategy, Designing & managing services, Introducing new market offerings. Developing pricing strategies & programmes. Designing & Managing Integrated Marketing Communications, Advertising & Sales Promotions, Events and experiences, Managing digital communication - online, social media & mobile, Personal selling.

**UNIT - IV**

**Delivering Value:** Managing retailing, whole Saling and logistics. Designing and Managing Integrated Marketing Channels

**UNIT - V**

**Sales Management:** Nature & Importance of Sales Management, Skills of sales manager, sales objectives, Concepts of sales organization, Types of sales organization.

**Text books:**

1. Marketing Management, Phillip Kotler, Kevin Lane Keller, 15<sup>th</sup> edition, Pearson.
2. Marketing Management, Rajan Saxena, TMH
3. Marketing Management Pillai R.S.N. & Bagavathi, S.Chand

**Reference Books:**

1. Marketing, A South Asian Prospective, Lamb, Hair, Sharma, Mc Daniel, Cengage .
2. Marketing in India, Text and Cases, S. Neela Megham, Vikas.
3. Case Studies in Marketing, The Indian Context, Srinivasan, PHI.
4. Marketing Management, V.S. Ramaswamy and S. Nama kumari, McMillan.
5. Marketing—concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH.
6. Introduction to Marketing theory and practice, Adrian Palmer, Oxford University Press.

**Online Learning Resources:**

[https://onlinecourses.nptel.ac.in/noc19\\_mg48/preview](https://onlinecourses.nptel.ac.in/noc19_mg48/preview)

[https://onlinecourses.nptel.ac.in/noc21\\_mg51/preview](https://onlinecourses.nptel.ac.in/noc21_mg51/preview)

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(AUTONOMOUS)**

**I MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9011) HUMAN RESOURCE MANAGEMENT**

**Course Objectives:**

1. To provide knowledge on functions, roles and objectives of HR managers and the policies and strategies to be followed as a HR manager.
2. To explain concepts of HR planning and methods in selection, placement, promotion and transfer of employees in an organization.
3. To inject objectives of wage and salary administration for the employees and the influencing factors in fixing and managing compensation for the employees.
4. To introduce and educate their cent trends in HR management and the methods to balance personal life and work life under complex & uncertainty work environment.

**Course Out comes (CO):** Student will be able to

1. Understand the meaning, nature, scope, functions, roles, and objectives of Human Resources Management (HRM) and differentiate it from Personnel Management.
2. Design and develop effective HR systems, including human resource planning, job design, analysis, evaluation, enlargement, enrichment, rotation, recruitment, selection, placement, promotion, and transfer.
3. Explain the objectives of compensation management and identify the monetary and non-monetary factors influencing compensation determination.
4. Comprehend the concepts of human resource development, including training and development, performance appraisal, and career planning and development.
5. Analyze and apply recent trends in Human Resources Management such as outsourcing, work-life balance, quality circles, and Total Quality Management.
6. Understand and apply the Fish Bone Diagram as a tool in Human Resources Management contexts.

**UNIT -I**

**Introduction:** Meaning of HR and HRM, Nature & Scope of HRM, Functions of HRM, Role and Objectives of HRM, Personnel Management, Policies and Strategies of HRM.

**UNIT - II**

**Designing and Developing HR Systems:** Human Resource Planning, Job Design, Job Analysis, Job Evaluation, Job Enlargement, Job Enrichment, Job Rotation, Recruitment & Selection, Placement, Promotion & Transfer.

**UNIT - III**

**Compensation Management:** Introduction, objectives of wages and salaries administration, influencing factors for determining compensation- Monetary and non-monetary benefits.



**UNIT - IV**

**Human Resource Development:** Concepts, Development Function, Training and Development, Performance Appraisal & Career Planning and Development.

**UNIT - V**

**Recent Trends in HRM:** Out sourcing, Work Life Balance, Quality Circles and Total Quality Management, Fish Bone Diagram.

**Text books:**

1. Personnel and Human Resource Management–Text and cases, P. Subba Rao, Himalaya.
2. Human Resource Management, Noe A. Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.

**Reference Books:**

1. Human Resource Management, Aswathappa, 4th Edition, TMH 2006
2. Human Resource Management, Ian Beardwell & Len Holden- McMillan India Ltd.
3. Human Resource Management, Khanka S.S., S.Chand
4. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.

**Online Learning Resources:**

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[https://onlinecourses.swayam2.ac.in/nou21\\_hs19/preview](https://onlinecourses.swayam2.ac.in/nou21_hs19/preview)

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(AUTONOMOUS)**

**I MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9012) BUSINESS RESEARCH METHODS**

**Course Objectives:**

1. *To introduce business research, types and technology used in business research.*
2. *To explain in detail on research process involved in business research.*
3. *To discuss sources of data and instruments to collect data*
4. *To provide knowledge on analysis and interpretation of outcome of the data in a scientific way.*
5. *To provide knowledge on descriptive and inferential statistical analysis.*
6. *To impart competence skills to undertake business research problem and carry out scientific research.*

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

**Course Out comes (CO):** Student will be able to

1. *Understand the fundamentals of business research and its role in managerial decisions.*
2. *Formulate research problems, hypotheses, and design appropriate research methodologies.*
3. *Apply various data collection methods, including interviews, observations, and questionnaires.*
4. *Prepare and analyze collected data using descriptive and inferential statistical measures.*
5. *Construct effective research reports, including all essential components.*
6. *Deliver clear and concise oral presentations of research findings*

**UNIT -I**

**Introduction to Business Research:** Definition-Types of Business Research. Scientific Investigation, Technology and Business Research: Information needs of Business-Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions.

**UNIT - II**

**The Research Process:** Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis. The Research Design: Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study -Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales-Rating Scales-Ranking Scales-Reliability and Validity-Sampling and Methods of Sampling

**UNIT - III**

**Collection and Analysis of Data** Sources of Data-Primary and Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews- Observational Surveys: Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires– Guide lines for Construction of Questionnaires.

**UNIT - IV**

**Data Preparation and Analysis:** Data preparation process, problems in preparation process-An overview of Descriptive, Associational and Inferential- Statistical Measures.

**UNIT - V**

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

**Text books:**

1. Research Methodology–methods & Techniques, C.R. Kothari, Vishwa Prakashan.
2. Research Methods for Business–A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia)Pvt. Ltd, Singapore.
3. Research Methodology (Concepts and cases) Deepak Chawla Neena Sondhi-Vikas publishing

**Reference Books:**

1. Business Research Methods, Donald R Cooper and PamelaS Schindler, 9/e, Tata McGraw- Hill Publishing Company Limited.
2. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
3. Business Research Methods 8e, Zikmund-Babin-Carr-Adhikari-Griffin-Cengage learning.
4. Business Research Methods-Alan Broman, EmmaBell3e, Oxford university

**Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/cec20\\_mg14/preview](https://onlinecourses.swayam2.ac.in/cec20_mg14/preview)

[https://onlinecourses.nptel.ac.in/noc20\\_ge01/preview](https://onlinecourses.nptel.ac.in/noc20_ge01/preview)

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(AUTONOMOUS)**

**I MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9013) OPERATIONS RESEARCH**

**Course Objectives:**

1. To provide the basic knowledge about Operation Research, importance, application areas of Operations research and various optimizing techniques in the business operations.
2. To impart different optimization models under typical situations in the business organization.
3. To describe different game strategies under cut-throat competitive business environment
4. To explain optimization tools in solving the management problems through modeling and using mathematical approach.

**Course Out comes (CO):** Student will be able to

1. Understand the fundamental concepts and applications of Operations Research (OR).
2. Formulate and solve Linear Programming Problems (LPP) using various methods.
3. Solve Transportation and Assignment problems, including their variations.
4. Apply sequencing algorithms to optimize job scheduling.
5. Analyze and solve game theory problems, including pure and mixed strategies.
6. Utilize network analysis tools like CPM and PERT for effective project management.

**UNIT -I**

**Introduction to OR:** Meaning, Nature, Scope & Significance of OR - Typical applications of Operations Research. The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P.P, Graphical method, Simplex method: Maximization and Minimization model (exclude Duality problems), Big-M method and Two-Phase method.

**UNIT - II**

**Transportation Problem:** Introduction, Transportation Model, finding initial basic feasible solutions, Moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy.

**Assignment Problem** – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model.

**UNIT - III**

**Sequencing**–Jobs sequencing, Johnsons Algorithm form Jobs and Two machines' Jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems.

**UNIT - IV**

**Game Theory:** Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

**UNIT - V**

Project Management: Network Analysis–Definition–objectives-Rules for constructing network diagram-Determining Critical Path–Earliest & Latest Times–Floats-Application of CPM and PERT techniques in Project Planning and Control –PERT Vs CPM. (exclude Project Crashing).

**Text books:**

1. Operations Research/R. Panner Selvam, PHI Publications.
2. Operations Research/S.D. Sharma-Kedarnath
3. Operations Research/A.M. Natarajan, P.Balasubramani, A. Tamilarasi /Pears on Education.

**Reference Books:**

1. Introduction to O.R/Hiller & Libermann (TMH).
2. Operations Research: Methods & Problems/Maurice Saseini, Arhur Yaspan &Lawrence Friedman.  
Pearson
3. Quantitative Analysis For Management/Barry Render, Ralph M. Stair, Jrand Michael E. Hanna/
4. Operations Research/Wagner/PHI Publications.

**Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/cec20\\_ma10/preview](https://onlinecourses.swayam2.ac.in/cec20_ma10/preview)

[https://onlinecourses.nptel.ac.in/noc20\\_ma23/preview](https://onlinecourses.nptel.ac.in/noc20_ma23/preview)

[https://onlinecourses.nptel.ac.in/noc19\\_ma29/preview](https://onlinecourses.nptel.ac.in/noc19_ma29/preview)

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(AUTONOMOUS)**

**I MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9014) OPERATIONS MANAGEMENT**

**Course Objectives:**

1. *To explain various concepts of Production and Operations Management.*
2. *To explore and impart knowledge on the elements of good control system, the role of control charts and statistical process control methods in helping managers to control variation.*
3. *To develop the strong knowledge about quality control systems*
4. *To facilitate the knowledge over real time inventory control techniques*
5. *To offer learners an introduction to industry 4.0, its applications in the business world*

**Course Out comes (CO):** Student will be able to

1. *Understand the concept of Production and Operations Management.*
2. *Construct and interpret simple control charts for both continuous and discrete data.*
3. *Gain knowledge on the quality philosophies and principles of Deming, Juran, six sigma and to become acquainted with the International Organization for Standardization's ISO 9000:2000 requirements.*
4. *Learn different types of Inventories that firm's use and their role in value analysis*
5. *Familiarize with inventory concepts to support the development of useful quantitative models for inventory management.*
6. *Understand the drivers and enablers of Industry 4.0*

**UNIT -I**

**Introduction and Overview of Operations Management:** Definition of Operations Management – Nature and Scope of OM–Role & Decision areas of Operations Manager-interface of OM with other functions-Operations Management's future challenges

**UNIT - II**

**Operations Control:** Managing of Work Environment–Automation—Technology Management- Waste Management-Quality Assurance and Quality Circles–Statistical Quality Control–Control Charts for Variables-Average-Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure

**UNIT - III**

**Managing for Quality:** Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO9000-2000 clauses & coverage. Six Sigma, Productivity–factors affecting productivity-measurement & improvements in Productivity –new

product development and design-stages.

#### **UNIT - IV**

**Inventory and Inventory Models:** Inventory Control-Different Systems of Inventory Control, Costs & Types of Inventories – ABC, VED. Value Analysis – importance in cost reduction – concepts and procedures. Inventory control–Types of Inventories–Safety stock–Inventory Control Systems–JIT, VMI.

#### **UNIT - V**

**Introduction to Industry 4.0-** The Various Industrial Revolutions- Digitalization and the Networked Economy-Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0– Benefits of adopting an Industrial 4.0 model

#### **Text books:**

1. Heizer, Render, Principles of Operations Management 8<sup>th</sup> Edition, Prentice Hall, 2011.
2. B. Mahadevan, “Operations Management- Theory and Practice”, Pearson, New Delhi, 2013.
3. Operations Management and Control, Banerjee Biswajit, S.Chand

#### **Reference Books:**

1. Panner Selvam: “Production and Operations Management”, Prentice Hall of India, New Delhi, 2012.
2. SN Chary, “Production and operations management”, Tata McGraw Hill, New Delhi, 2013.

#### **Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/imb21\\_mg47/preview](https://onlinecourses.swayam2.ac.in/imb21_mg47/preview)

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**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**I MBA – II Sem**

L	T	P	C
2	-	-	2

**(25MB9015) ADVANCED COMMUNICATION**

**(General Elective – I)**

**Course Objectives:**

- To explain communicate on concepts*
- To develop the students' competence in communication at an advanced level.*
- To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids.*

**Course Out comes (CO):** Student will be able to

- Understand core concepts of managerial communication, including effective listening, speaking, reading, and writing skills.*
- Draft various business letters and reports with appropriate structure and elements.*
- Organize and conduct effective business meetings, including documentation and etiquette.*
- Apply communication strategies for conflict resolution and managerial negotiations.*
- Prepare for and participate in different types of interviews.*
- Utilize modern technology and digital tools for effective communication, data management, and presentations.*

**UNIT -I**

**Concept of Managerial Communication** – Effective Listening – Barriers, Steps for Active Listening – Effective Speaking – Body Language & Modulation, Informative, Persuasion Communications – Effective Reading–Obstacles, Effective Reading, Reading Comprehension–Effective Writing–Condensation, Note Making Methods, Executive Summery.

**UNIT - II**

**Business Letters & Reports:** Types of Business Letters – Elements; Types of Reports – Informal – Formal Reports – Elements; Annual Reports - Technical Proposals – Structure–Circulars - Notices – Memos.

**UNIT - III**

**Meetings & Reports:** Meeting Invitation - Notice – Agenda – Meeting Participants – Roles; Meeting conduction & Etiquette- Minutes of the Meeting – Documentation – Filing;

**UNIT - IV**

**Communication Strategies:** Conflict Resolution–Win-Win strategy; Managerial Negotiations–Bargaining, Distributive, Integrative Strategies; Interviews–Types–purpose–process;

**UNIT - V**

**Technology for Communication:** Conventional Modes Vs Computer based Technologies – Email, social



media, Micro Soft & Google Tools – Data – Collection – Organizing – Analyzing - Presentations using Technology.

**Text books:**

1. Managerial Communication–Strategies and Applications, Geraldine E.Hynes, McGraw Hill
2. Business Communication, C.S. Rayudu, HPH.
3. Business Communication, Meenakshi Raman, Oxford University Press.

**Reference Books:**

1. Business communication, Shalini Varma, Vikas.
2. Business Communication, Raymond V.Lesikar, Neeraja Pandit etal., TMH.
3. Business Communications, Hudson, Jaico Publications
4. Business communication, Sehgal, Khetarpal, Excel Books
5. Effective Communication, Harward Business School, Harward Business Review No.1214.
6. Communication skills, Sanjay Kumar, Pushpalata, Oxford

**Online Learning Resources:**

[https://onlinecourses.swayam2.ac.in/imb19\\_mg14/preview](https://onlinecourses.swayam2.ac.in/imb19_mg14/preview)

[https://www.youtube.com/watch?v=ITHnugowc\\_Q](https://www.youtube.com/watch?v=ITHnugowc_Q)

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(AUTONOMOUS)**

**I MBA – II Sem**

L	T	P	C
2	-	-	2

**(25MB9016) E-BUSINESS**

**(General Elective – I)**

**Course Objectives:**

- To impart the concepts and various application issues of e-business and various online strategies for e-business.*
- To explain various electronic payment systems.*

**Course Out comes (CO):** Student will be able to

- Understand the fundamentals of e-business and e-commerce, including their models and applications in India.*
- Identify and address security threats in e-business through encryption, digital signatures, and security protocols.*
- Analyze various electronic payment systems, including smart cards and Electronic Fund Transfer (EFT).*
- Develop e-business applications and strategies, including different business and revenue models.*
- Understand the infrastructure requirements for e-business, including hardware, software, and ISPs.*
- Formulate and implement e-marketing plans, tactics, and strategies.*

**UNIT -I**

**Introduction to e-business:** Electronic business, electronic commerce, difference between e-business & e-commerce, electronic commerce models, types of electronic commerce, value chains in electronic commerce, E-commerce in India, internet, web-based tools for electronic commerce. Electronic data, Interchange, components of electronic data interchange, electronic data interchange process.

**UNIT - II**

**Security threats to e-business:** Security overview, electronic commerce threats, Encryption, Cryptography, public key and private key Cryptography digital signatures, digital certificates, security Protocols over public networks: HTTP, SSL, Fire wall as security control, public key infrastructure (PKI) For Security.

**UNIT - III**

**Electronic payment system:** Concept of money, electronic payment systems, types of electronic payment systems, smart cards and electronic payment systems, infrastructure issues in EPS, Electronic Fund transfer.

**UNIT - IV**

**E-business applications and strategies:** Business models & revenue models over internet, emerging trends in e-business e-governance, digital commerce, mobile commerce, strategies for business over web, Internet based business models.

**UNIT - V**

**E-business infrastructure and e-marketing:** Hard works system software infrastructure, ISP's, managing e-business applications infrastructure, what is e-marketing, e-marketing planning, tactics, strategies

**Text books:**

1. Dave chaffey: e-business & e-commerce management-Pearson
2. E-commerce-e-business: Dr. C.S. Rayudu, Himalaya

**Reference Books:**

1. Whitley, David (2000), e-commerce strategy, Technologies and applications, TMH.
2. Schneider Gary P nd Perry, James T (1<sup>st</sup> edition 2000), Electronic Commerce, Thomson Learning.
3. Bajaj, Kamlesh Kand Nag, Debjani (1<sup>st</sup> edition 1999), e-commerce, the cutting edge of business, TMH Publishing Company.

**Online Learning Resources:**

[https://onlinecourses.nptel.ac.in/noc19\\_mg54/preview](https://onlinecourses.nptel.ac.in/noc19_mg54/preview)

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(AUTONOMOUS)**

**I MBA – II Sem**

L	T	P	C
2	-	-	2

**(25MB9017) INDUSTRY4.0 & INNOVATION**

**(General Elective – I)**

**Course Objectives:**

1. *To provide an overview of industry 4.0 and technology-based innovations.*
2. *To Align the theory and concepts with Industrial application of computers*
3. *To Introduce the basic concepts of Industry 4.0, Artificial Intelligence, Big Data and Internet of Things.*
4. *To Discuss and demonstrate the applications and tools of Industry 4.0.*
5. *To Impart knowledge on innovation types, stages of innovation process, and competitive advantage*

**Course Out comes (CO):** Student will be able to

1. *Understand the basic concepts of Industry 4.0 and new technologies in decision making*
2. *Outline the features of Artificial Intelligence and application domains*
3. *Summarize the Big data domain stack and Internet of Things*
4. *Identify the applications and Tools of Industry 4.0*
5. *Learn and think innovative ideas based on technology*
6. *Apply the knowledge in various industries based on technology to take effective and efficient managerial decision.*

**UNIT -I**

**Industry4.0:** Need–ReasonforAdoptingIndustry4.0-Definition–Goals and design Principles-TechnologiesofIndustry4.0–Big Data–Artificial Intelligence (AI)–Industrial Internet of Things -Cyber Security–Cloud– Augmented Reality– Mixed Reality.

**UNIT - II**

Artificial Intelligence: Artificial Intelligence (AI) – What & Why? – History of AI -Foundations of AI -The AI - Environment - Societal Influences of AI - Application Domains And Tools-Associated Technologies of AI-Future Prospects of AI-Challenges of AI.

**UNIT - III**

**Big Data and IOT Data:** Terminologies-Big Data Definitions-Essential of Big Data in Industry 4.0 –Big Data Merits and Advantages - Big Data Components: Big Data Characteristics - Big Data Processing Frameworks - Big Data Applications - Big Data Tools - Big Data Roles - Learning Platforms; Internet of Things (IoT): Introduction to IoT-Architecture of IoT-Technologies for IoT-Security in IoT.

**UNIT - IV**

**Applications of IoT** – Manufacturing – Healthcare – Education – Aerospace and Defense – Agriculture–Transportation and Logistics –Impact of Industry 4.0 on Society: Impact on Business, Government, People. Tools for Artificial Intelligence, Big Data and Data Analytics, Virtual Reality, Augmented Reality, IoT, Robotics.

**UNIT - V**

**Innovation: Meaning**–Stages of Innovation Life cycle–Types of Innovations –Innovation as a knowledge- based process– Innovation and competitive advantage.

**Text books:**

1. Managing Innovation -, By Joe Tidd, John Bessant & et.al., Wiley India Publishers, New Delhi, Third Edition.
2. Introduction to Industry 4.0 and Industrial Internet of Things by Prof. Sudip Misra, IIT Kharagpur.

**Reference Books:**

1. Alasdair Gilchrist. Industry4.0: The Industrial Internet of Things, Apress Publications.

**Online Learning Resources:**

<http://assets.press.princeton.edu/chapters/s9221.pdf>

[https://www.researchgate.net/profile/JoeTidd/publication/85052130\\_Managing\\_Innovation/links/5662e4a508ae418a786b8dd8/Managing-Innovation.pdf](https://www.researchgate.net/profile/JoeTidd/publication/85052130_Managing_Innovation/links/5662e4a508ae418a786b8dd8/Managing-Innovation.pdf)

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(AUTONOMOUS)**

**I MBA – II Sem**

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**(25MB9018) DATA ANALYTICS LAB**

**Course Objectives:**

1. To explain the procedure in creation of company, ledger accounts and to explore, present financial statements of a business organization
2. To give knowledge on using of various financial tools to take long term investment decision
3. To demonstrate the process of storing, retrieving the data relating to employees, dealers, customers and consumers in an effective and efficient way
4. To impart the knowledge on Systems and MIS and process of designing the MIS in an organization.

**Course Out comes (CO):** Student will be able to

1. Demonstrate the creation of company, ledger accounts, explore and export financial statements
2. Exhibit the calculation of cost of capital and discounting factor techniques in long term investment decision.
3. Store and retrieve the data relating to dealers, customers and consumers based on products, geographical criteria.
4. Present the data in the form of pivot tables, graphs and charts in effective and efficient way
5. Construct and present employee salary administration in an organization in an informative manner.
6. Understand information system in the organization, design of MIS and also internet and the tools used in Internet.

**UNIT -I**

**Introduction to Excel-** Cells – name range – references – Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts – usage of Paste special

**UNIT - II**

**Basis of Excel:** Managing Worksheets and Workbooks. - Worksheet Vs. Workbook - Creating new worksheets and workbooks - Deleting worksheets and workbooks -Naming and renaming a worksheet - Toggling between worksheets and workbooks - Copy and Move Worksheets - Hide, Unhide, Group and Ungroup Cells -Hide and Unhide Worksheets -Save and Save As

**UNIT - III**

**Advanced Excel:** Cell Referencing - Data Validation- Naming a Cell or Range of Cells (Name Manager). Basic formulas (SUM, COUNTA, AVERAGE, MAX, MIN). Text Functions (RIGHT, LEFT, MID, SUBSTITUTE, FIND, LEN). Date Functions (TODAY, NOW, DAY, MONTH, YEAR, EDATE, EOMONTH, TEXT).

**UNIT - IV**

**Advanced Excel II:** Look up Functions (VLOOKUP, HLOOKUP, MATCH, INDEX). -Logical Functions (IF, AND, OR).-Data Analysis Functions (SUMIF, SUMIFS, COUNTIF, COUNTIFS).-Conditional Formatting, Filtering and Sorting. -Graphs, Charts and Pivot Tables remove duplicates

**UNIT - V**

**Conducting Online surveys**—usage of Google drive—micro soft online surveys—sharing with the Help of social media/internet-getting responses from online survey-sorting and filter online survey

**Reference Books:**

1. MS Office Excel-Frye, PHI publications.
2. MS Office Access-Step by step, PHI publications.
3. SPSS User manual.

**Online Learning Resources:**

<https://www.coursera.org/specializations/excel>

<https://www.coursera.org/specializations/everyday-excel>

<https://www.coursera.org/learn/excel-basics-data-analysis-ibm>

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**II MBA – I Sem**

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**(25MB9019) STRATEGIC MANAGEMENT**

**Course Objectives:**

- To describe and discuss the strategic management process.*
- To build skills to develop strategic vision, mission objectives.*
- To explain concepts of core competence, strategy for competitive advantage.*
- To give an understanding about strategic analytical tools and techniques.*
- To provide knowledge on strategy formulation, types of strategies to implement.*
- To create awareness on various strategy evaluation and controlling approaches.*

**Course Out comes (CO):** Student will be able to

- Understand the core concepts of strategic management, including vision, mission, and objectives.*
- Analyze an organization's internal and external environment using strategic tools like Porter's Five Forces, BCG, GE, SWOT, and TOWS Matrix.*
- Formulate strategies at corporate, business, and functional levels, choosing appropriate strategic alternatives.*
- Implement various types of strategies, considering industry specifics, leadership, and resource allocation.*
- Establish and apply strategic controls for performance evaluation and continuous improvement.*
- Assess strategy and corporate performance within Indian and international contexts.*

**UNIT -I**

**Introduction**-Concepts in Strategic Management, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies–Factors that shape a company’s strategy– Environmental Scanning–Concepts of Core Competence, Crafting a strategy for competitive advantage.

**UNIT - II**

**Strategic Analysis and Choice:** Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix,. Market Life Cycle Model - and Organizational Learning, and the Experience Curve.

**UNIT - III**

**Strategy Formulation:** Formulation of strategy at corporate, business and functional levels. Strategy Alternatives: -Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy.

**UNIT - IV**

**Strategy Implementation:** Types of Strategies: Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy–Planning systems for Implementation

**UNIT - V**

**Strategy Evaluation and control**–Establishing strategic controls–Role of the strategist- bench marking to evaluate performance–strategic information systems–Guide lines for proper control- Strategic surveillance



-strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

**Text books:**

1. Strategic Management–J.S.Chandan & Nitishsen Gupta,Vikas

**Reference Books:**

1. Strategic Management Concepts and Cases,FredR.David,PHI.
2. Strategic Management, Hill, Ireand, manikutty, Cengage.
3. Concepts in Strategic Management and Business Policy, Wheelen&Hunger, Pearson Education.
4. Strategic Management –Text and Cases, V.S.P.Rao,Excel.

**Online Learning Resources:**

[https://www.researchgate.net/publication/330089504\\_Green\\_Management-Concept\\_and\\_Strategies/link/5c2cc525458515a4c70766a1/download](https://www.researchgate.net/publication/330089504_Green_Management-Concept_and_Strategies/link/5c2cc525458515a4c70766a1/download)

[https://steadystate.org/wp-content/uploads/Gowdy\\_Erickson\\_EE\\_Approach.pdf](https://steadystate.org/wp-content/uploads/Gowdy_Erickson_EE_Approach.pdf)[https://asq.org/quality-resources/iso-](https://asq.org/quality-resources/iso-14001#:~:text=ISO%2014001%20is%20the%20international,than%20establishing%20environmental%20p)

14001#:~:text=ISO%2014001%20is%20the%20international,than%20establishing%20environmental%20p

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**II MBA – I Sem**

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**(25MB9020) GREEN BUSINESS MANAGEMENT**

**Course Objectives:**

- To impart students an understanding of green business, its advantages, issues and opportunities*
- To give awareness on organizational structure, environment and corporate environmental responsibility (CER).*
- To provide knowledge over the strategies for building a co-business.*

**Course Out comes (CO):** Student will be able to

- Understand the core concepts, evolution, and significance of Green Management, especially in the Indian context.*
- Analyze organizational environmental impacts and develop strategies for implementing green practices within corporations.*
- Evaluate environmental sustainability through ecological economics, sustainability indicators, and biodiversity considerations.*
- Comprehend environmental reporting standards like ISO 14001 and the role of green financing and energy management.*
- Explore green product management and the business implications of climate change.*
- Apply green techniques, tax incentives, and eco-commerce models for sustainable business redesign and project management.*

**UNIT -I**

**Introduction of Green Management:** The concept of Green Management; Evolution; nature, scope, importance and types; green management in India; Relevance in twenty first century

**UNIT - II**

**Organizational Environment;** Indian corporate structure 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 Environmental responsibility (CER).

**UNIT - III**

**Approaches from Ecological Economics;** Indicators of sustainability; Eco-system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories.

**UNIT - IV**

**Environmental Reporting and ISO 14001;** Climate change business and ISO14064: Green financing; Financial initiative by UNEP; Green energy management; Green product management.

**UNIT - V**

**Green Techniques and Methods;** Green tax incentives and rebates (to green projects and companies); Green project management in action; Business re design; Eco-commerce models.

**Text books:**

1. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida, ZEW Publications.
2. The Green Energy Management Book by Leo A.Meyer, LAMA books

**Reference Books:**

1. Green Marketing and Management: A global Perspective by JohnF.Whaik, Qbase Technologies.
2. Green Project Management by Richard Maltzman And David Shiden, CRC Press Books.
3. Green and World by AndrewS.Winston, YalePressB

**Online Learning Resources:**

[https://www.researchgate.net/publication/330089504\\_Green\\_Management-Concept\\_and\\_Strategies/link/5c2cc525458515a4c70766a1/download](https://www.researchgate.net/publication/330089504_Green_Management-Concept_and_Strategies/link/5c2cc525458515a4c70766a1/download)

[https://steadystate.org/wp-content/uploads/Gowdy\\_Erickson\\_EE\\_Approach.pdf](https://steadystate.org/wp-content/uploads/Gowdy_Erickson_EE_Approach.pdf)

[https://asq.org/quality-resources/iso-](https://asq.org/quality-resources/iso-14001#:~:text=ISO%2014001%20is%20the%20international,than%20establishing%20environmental%20p)

[14001#:~:text=ISO%2014001%20is%20the%20international,than%20establishing%20environmental%20p](https://asq.org/quality-resources/iso-14001#:~:text=ISO%2014001%20is%20the%20international,than%20establishing%20environmental%20p)

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(AUTONOMOUS)**

**II MBA – I Sem**

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**(25MB9021) COST AND MANAGEMENT ACCOUNTING  
(Specialization Elective – I)**

**Course Objectives:**

- 1. To describe the cost concepts, cost behaviors, and cost accounting techniques that are applied to manufacturing and service businesses.*
- 2. To provide an understanding on material purchase control methods.*
- 3. To explain management accounting concepts and branches of accounting.*
- 4. To discuss different analytical tools & techniques of financial statements.*
- 5. To impart analytical and interpretation skills on financial statements.*

**Course Out comes (CO):** Student will be able to

- 1. Understand the nature and scope of accounting, including cost analysis and cost sheet preparation.*
- 2. Prepare cost sheets, tenders, and quotations for various business scenarios.*
- 3. Implement material purchase and stores control techniques, including EOQ and ABC/VED analysis.*
- 4. Compute and control labor costs, including wage payment methods and managing idle time/overtime.*
- 5. Differentiate between Management Accounting, Cost Accounting, and Financial Accounting.*
- 6. Analyze and interpret financial statements using comparative statements, common size statements, and trend analysis.*

**UNIT -I**

**Nature and scope of accounting:** Cost analysis, concepts and classifications, Cost sheets, preparation of cost sheets, Tenders and Quotations.

**UNIT - II**

**Material Purchase control:** Levels, aspects, need and essentials of material control. Stores control- stores department, EOQ, Stores records, ABC analysis, VED analysis.

**UNIT - III**

**Labor cost:** Computation and control, Time keeping-Methods of wage payment-Time rate and piece Rate system-Pay roll procedures-Idle time and overtime-Labor turn over.

**UNIT - IV**

**Management Accounting:** Meaning, scope, importance and limitations –Management Accounting Vs Cost Accounting-management Accounting Vs Financial Accounting.

**UNIT - V**

**Analysis and Interpretation of Financial Statements:** Nature, Objectives, tools-Methods-Comparative Statements, Common size statements and Trend analysis

**Text books:**

1. A Text book of Cost and Management Accounting–AroraM. N,11/e,Vikas

**Reference Books:**

1. Cost Accounting: Theory and Practice-BhabatoshBanerjee, 12/e, PHI.
2. Financial StatementAnalysisandReporting-MohanaRaoP, PHI, 2011.
3. Cost Management: A strategic Approach-Vaidya S.C, Suveera GillMacmillan2010.
4. Cost Accounting-Jawaharlal, & SeemaSrivastava, 4/e, TMH.
5. Accounting & Costing for Management–SinhaP.K, ExcelBOOKS, 2010.
6. A Textbook of Cost Management-G.VKesavaRao,DGopinath,M.G.Krishnamurthy and Anita S. Yadav, Paramount Publishing House.

**Online Learning Resources:**

<https://www.youtube.com/watch?v=5oSpcI3e4Dw><https://youtu.be/tstp5293Xqs>

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**II MBA – I Sem**

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**(25MB9022) PRODUCT AND BRAND MANAGEMENT  
(Specialization Elective – I)**

**Course Objectives:**

1. To provide detailed knowledge of concept of product, product decisions, product management.
2. To explain concept of branding, branding decision, creating and managing brand equity.
3. To make them to know new brand failures and the reasons to fail in the market.
4. To discuss brands and branding in different sectors of the economy.

**Course Out comes (CO):** Student will be able to

1. To gain knowledge on conceptual knowledge on product, classification of products, strategies, planning and development.
2. To choose and implement appropriate strategies for existing and new products.
3. To know essentials of good brand name, types and brand loyalty.
4. To apply different brand valuation methods and brand revitalization.
5. To create, design new brand names, and brand building strategies for brand extension.
6. To analyse the factors for new brand failures in the market.

**UNIT -I**

**Product Decisions:-**Product Concepts–Product Classification–Consumer Goods and Industrial Goods Classification – Product Line and Product Mix– Product Characteristics – Responsibility of Product Manager – Types of Product Strategies

**UNIT - II**

**Product Management:** Product differentiation– Product Strategies–Stages in the New Product Development – Product Positioning Strategies – Packaging Management.

**UNIT - III**

**Branding Decisions:** Essentials of Good Brand Name – Types of Brands – Advantages of branding– Brand Loyalty – Brand Valuation Methods – Brand Revitalization.

**UNIT - IV**

**Creating and Managing Brand Equity:** Advantages of Brand Equity– Brand Building Strategies – Brand Extension – New Brand Failures.

**UNIT - V**

**Branding in Different Sectors:** Branding in Industrial sector, Retail Sector, Service sector, Banking Sector and Insurance Sector.

**Text books:**

1. Marketing Management–PhilipKotler, KevinLaneKeller, 15thEdition, Pearson.

**Reference Books:**

1. Product & Brand Management–Text & Cases ,Prof .K. Venugopal Rao, Himalaya
2. Product Management in India, Ramanuj Majumdar, PHI
3. Product Management, C. Nandan,, TMH.
4. Compendium of Brand Management, Chunawalla. S.A,Himalaya
5. Product & Brand Management, Mathur.U.C, Excel
6. Brand Positioning, SubrotoSengupta, TMH.
7. Marketing and Branding, S.Ramesh Kumar, Pearson.
8. What'sina Brand?,John Philip Jones,TMH

**Online Learning Resources:**

[https://www.youtube.com/watch?v=BRlzbDry6Ew&list=PLLy\\_2iUCG87BRuLgSpHX\\_-Xr3uNtULKBC](https://www.youtube.com/watch?v=BRlzbDry6Ew&list=PLLy_2iUCG87BRuLgSpHX_-Xr3uNtULKBC)

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(AUTONOMOUS)**

**II MBA – I Sem**

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**(25MB9023) HUMAN RESOURCE DEVELOPMENT  
(Specialization Elective – I)**

**Course Objectives:**

- To provide an understanding of the human resources development frame work and*
- To explain management best practices, tools and models to implement an effective HRD system.*
- To impart knowledge on career management and issues in career development.*
- To describe and discuss organizational culture, labour market changes and discrimination adapting to demographic changes.*

**Course Out comes (CO):** Student will be able to

- Understand the core concepts, significance, and objectives of Human Resource Development (HRD).*
- Differentiate between Human Resource Management (HRM) and HRD functions and identify key HRD challenges.<sup>1</sup>*
- Conduct HRD needs assessments and design effective HRD programs, including trainer and method selection.*
- Implement various training methods and evaluate HRD programs using frameworks like Kirkpatrick's.*
- Understand and manage career development processes and address related issues.*
- Analyze the impact of diversity on HRD and adapt to labor market and demographic changes.*

**UNIT -I**

**Introduction to Human Resource Development:** Meaning, significance and objectives of Human Resource Development, Human Resource Management and Human Resource development functions, Human Resource Development challenges.

**UNIT - II**

**HRD Need Assessment & Designing of HRD programs:** Strategic/ Organizational Analysis- Task Analysis- Person Analysis- prioritizing HRD needs, defining the objectives of HRD Intervention – Selecting the trainer-Selecting the Training methods-Preparing training material Scheduling an HRD program.

**UNIT - III**

**Implementation& Evaluation of HRD programs:** Training methods-Classroom training Approaches- Computer based Training, Purpose of HRD Evaluation-Kirkpatrick's evaluation frame work –Data collection for HRD Evaluation-Assessing the impact of HRD programs in Monetary Terms



**UNIT - IV**

**Career Management and Development:** Introduction to Career management, meaning - Stages of life and Career Development - process of career Development - Issues in career development

**UNIT - V**

**HRD & Diversity:** Introduction - Organizational culture - Labor market changes and discrimination adapting to demographic changes.

**Text books:**

1. JonMWerner,RandyLDeSimone:HumanResourcedevelopment(Thomson/Cengage)
2. Raymond A Noe: Employee Trainee Development (Tata Mc Graw Hill)

**Reference Books:**

1. JohnP. Wilson Human Resource Development (Kogan Page Business Books)
2. TripathiP. C :Human Resource Development (Sultan Chand & Sons)
3. Uday Kumar Haldar :Human Resource Development (Oxford)

**Online Learning Resources:**

<https://www.tutorialspoint.com/human-resource-management>

NPTEL::Management -NOC:PrinciplesofHumanResourceManagement

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(AUTONOMOUS)**

**II MBA – I Sem**

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**(25MB9024) MOBILE COMMERCE**

**(Specialization Elective – I)**

**Course Objectives:**

- To define and describe M-commerce concepts, systems, advanced technology devices in M-Commerce.*
- To infuse knowledge on transactional data base accesses, techniques of a facilitate information exchange and different mobile based approaches.*
- To improve critical analytical skills with examples and cases of M-commerce systems*
- To describe and discuss some of the applications in M-commerce.*
- To explain mobile banking, strategies for assessment of quality of perception and services for mobile commerce.*

**Course Out comes (CO):** Student will be able to

- Understand the current status, future trends, and underlying technologies of Mobile Commerce (M-Commerce).*
- Analyze transactional database access, information exchange, and application issues in M-Commerce.*
- Manage interactions between handheld devices, mobile applications, and users for enhanced usability.*
- Explore various M-Commerce applications like mobile marketing, ticketing, computing, payments, and banking, in relation to evolving wireless technologies.*
- Configure M-Commerce portals for business success and understand knowledge management in a mobile context.*
- Evaluate mobile financial services, banking, and the quality of perception in M-Commerce applications.*

**UNIT -I**

**Current Status and Future Trends in Mobile Commerce, Technology Issues in Mobile**

Commerce, Mobile Commerce Systems, Mobile Ecommerce on Mobile Phones, Technologically advanced hand held devices, like Smart phones, PDAs, Laptops, Tablets and Portable gaming consoles etc.

**UNIT - II**

Transactional Database Accesses for M-Commerce Clients, Techniques to facilitate Information Exchange in Mobile Commerce, Information System and Application Issues in Mobile Commerce, The emergence of Location based Mobile Commerce, The need for Mobile based Approaches.

**UNIT - III**

Managing the Interactions between Handheld Devices Mobile Applications and Users, Mobile Commerce and Usability, a Landscape Analysis,

**UNIT - IV**

Mobile marketing, mobile ticketing, mobile computing, mobile payments and mobile banking are discussed vis-a-vis latest technologies, like wireless and mobile communication technology, digital cellular technology, mobile access technology and 4G and 5G systems

**UNIT - V**

Configuring M-Commerce Portals for Business Success, Knowledge Management in a Mobile Computing Context, Multimedia Messaging Peer Mobile Financial Services, Mobile Banking –A Strategic Assessment, Service for Mobile Commerce Applications, Quality of Perception in M Commerce

**Text books:**

1. Advances in Mobile Commerce Technologies, EE-PengLim, KengSiau, Idea Group of Publishing

**Reference Books:**

1. Mobile Commerce Applications, Shi, Nansi, Idea Group of Publishing
2. Mobile Commerce, Karabi Bandyopadhyay, PHI

**Online Learning Resources:**

<https://www.hostinger.in/tutorials/mobile-commerce><https://edurev.in/studytube/Mobile-Commerce><https://www.studocu.com/.../mba/mobile-commerce-lecture-notes>

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(AUTONOMOUS)**

**II MBA – I Sem**

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**(25MB9025) FINANCIAL INSTITUTIONS AND SERVICES  
(Specialization Elective – II)**

**Course Objectives:**

1. To provide an overview of financial system and components of financial system in detail.
2. To explain classification of institutions, markets and services in the financial system.
3. To impart knowledge on inter relationship and functioning of each component of financial system.

**Course Out comes (CO):** Student will be able to

1. Understand the structure of the financial system and the role of regulatory bodies like RBI and its monetary policy.
2. Analyze the structure, performance, and innovations within banking and non-banking financial institutions.
3. Examine the operations of the Indian mutual fund industry and the role of AMFI and IRDA in insurance.
4. Comprehend the structure and functions of money and securities markets, including their key instruments and the role of SEBI.
5. Evaluate various fund-based financial services such as leasing, hire purchase, factoring, and venture capital.
6. Assess fee-based financial services including stock broking, credit rating, merchant banking, and underwriting.

**UNIT -I**

**Introduction:** The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions – Function and Role of RBI, Monetary Policy and Techniques of RBI.

**UNIT - II**

**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.

**UNIT - III**

**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.

#### **UNIT - IV**

**Fund based services** - Lease and hire purchase consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance.

#### **UNIT - V**

**Fee-based services** - Stock broking, credit rating Merchant Banking, portfolio services. Underwriting, Depository services, Challenges faced by investment bankers.

#### **Text books:**

1. Financial Institutions and Markets, L.M.Bhole,4/eTataMcGraw Hill.
2. Financial services, Gorden&Natarajan, Himalayapublishers

#### **Reference Books:**

1. Financial Services and markets, Dr.Punithavathy Pandian,Vikas
2. Financial Markets and services ,Appannaiah, ReddyandSharma,HPH
3. Indian Financial System, Ramachandraandothers,HPH
4. Investment Institutions and Markets, JeffMadura, Cengage, 1<sup>st</sup>Edition.
5. Financial services, Thirpati, PHI.
6. Financial Markets & Services, Vasanthdesai, Himalaya.

#### **Online Learning Resources:**

[https://ebooks.lpude.in/management/mba/term\\_3/DMGT512\\_FINANCIAL\\_INSTITUTIONS\\_AND\\_SERVICES.pdf](https://ebooks.lpude.in/management/mba/term_3/DMGT512_FINANCIAL_INSTITUTIONS_AND_SERVICES.pdf)

NPTEL::Management-NOC:FinancialInstitutionsandMarkets<https://www.studocu.com/.../fims-lecture-notes-online>

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(AUTONOMOUS)**

**II MBA – I Sem**

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**(25MB9026) CONSUMER BEHAVIOR**

**(Specialization Elective – II)**

**Course Objectives:**

- 1. To explain concept of consumer behavior and different facets of consumer buying behavior*
- 2. To enable to understand the impact of social-economic-demographic, psychological and cultural environmental factors on buying behavior*
- 3. To educate in identifying types of market segments, strategies.*
- 4. To describe consumer decision making process and consumerism concept.*
- 5. To provide knowledge on consumer disputes redressal agencies and commission and consumer protection Act 1986.*

**Course Out comes (CO):** Student will be able to

- 1. Understand the core concepts of consumer behavior, including consumer motivation, perception, personality, and attitude formation.<sup>1</sup>*
- 2. Analyze how psychological factors and information processing influence consumer decisions.*
- 3. Examine the impact of social and cultural environments, including demographics, reference groups, and family, on consumer behavior.<sup>2</sup>*
- 4. Comprehend the communication process in consumer behavior, persuasive communication, and diffusion of innovations.*
- 5. Analyze various models of buyer behavior and the consumer decision-making process, including pre-purchase, purchase, and post-purchase stages.*
- 6. Understand the principles of consumerism, consumer rights, and the role of consumer protection legislation and agencies.*

**UNIT -I**

**Introduction to consumer behavior:** Understanding consumers and market segments. Consumer behavior and marketing strategy, Psychographic Dimensions-consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.

**UNIT - II**

**Social and Cultural Environment:** Economic, Demographic, Cross Cultural and socio-cultural influences, Social Stratification, Reference Groups and family influences, personal influence

**UNIT - III**

**Communication and consumer behavior:** Process, designing persuasive communication and diffusion of Innovations. Models of Buyer behavior-Howard–Sheth Model, EKB Model, Webster and Wind Model.

**UNIT - IV**

**Consumer decision process:** High and Low Involvement, Pre-purchase processes, Purchase, post purchase process, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behavior.

**UNIT - V**

**Consumerism:** The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues. Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission.

**Text books:**

1. Schiffman, L.G and Kanuk L.L: Consumer Behavior, 8/e, Pearson

**Reference Books:**

1. Ramesh Kumar: Consumer Behaviour (pearson Education)
2. Leon G. Scitman & Leslie Leaserkarmal: Consumer Behaviour, PHI
3. Suja R. Nair: Consumer Behaviour in Indian Perspective, Himalaya
4. Subash Mehta : Consumer Behaviour, Tata Mc Graw Hill
5. Rajjev Kumra : Consumer Behaviour, Himalaya

**Online Learning Resources:**

<https://www.studocu.com/.../consumer-behavior-lecture>

<https://freevidelectures.com/course/3497/consumer-behaviour>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9027) LABOUR LAWS AND LEGISLATIONS  
(Specialization Elective – II)**

**Course Objectives:**

1. To explain over view of legal frame work, evolution, labour legislations and its relevance to HRM.
2. To educate on various laws in India focusing on employment, working conditions, remunerations, industrial relations and social security.

**Course Out comes (CO):** Student will be able to

1. Understand the evolution, meaning, and significance of labor laws in India and their relevance to HRM.
2. Analyze key legislations governing employment and working conditions, such as the Factories Act and Contract Labour Act.
3. Comprehend laws related to employee remuneration, including the Payment of Wages, Minimum Wages, and Bonus Acts.
4. Examine legislations concerning industrial relations, including the Industrial Disputes Act and Trade Unions Act.
5. Understand the legal framework for workers' participation in management.
6. Identify and analyze laws providing social security benefits, such as Workmen's Compensation, ESI, EPF, Maternity Benefits, and Gratuity.

**UNIT -I**

**Legal frame work:** evolution of labour laws in India–labour legislations–meaning, importance and relevance to HRM.

**UNIT - II**

**Legislations relating to employment and working conditions:** Industrial employment (standing orders) Act, 1946 – Factories Act 1948 - contract labour (Regulation and abolition) Act 1970.

**UNIT - III**

**Laws relating to remuneration:** Payment of wages Act, 1936, Minimum wages Act, 1948–Payment of Bonus Act, 1965

**UNIT - IV**

**Laws relating to industrial Relations:** Industrial Disputes Act, 1947 – preventive and settlement machinery – trade unions Act, 1926 – workers participation in management.

**UNIT - V**

**Laws relating to social security:** Workmen’s compensation Act, 1923–ESI Act, 1948



Employees provident fund and miscellaneous provisions Act, 1952-Maternity benefits Act,-1961 Payment of gratuity Act, 1972

**Text books:**

1. Industrial Relations and labour laws-Tripati.P.C-Sultanchand and sons
2. Mercantile law–N.D.Kapoor-Sultanchand and sons

**Reference Books:**

1. Industrial Relations and labour laws-Sri Vastva–vikas publishers
2. Industrial Relations and laws in India–Agarwal LL
3. Industrial Relations and labour laws –Sinha & sinha, Oxford IBH
4. Legal aspects of business –Pillai.RSN & Bhagavathi(2011), Sultanchand and sons
5. Industrial Law-P.L.Malik,eastern book company

**Online Learning Resources:**

<https://www.instamojo.com/SudhirSachdeva/labour-laws>  
<https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&qsn&form=QBRE&sp=-1&pq=labour+laws+and+legislations+lecture+videos&sc=1-43&sk=&cvid=F7903542C77744E1AE821FBDE885A330&ghsh=0&ghacc=0#%20https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&qsn&form=QBRE&sp=-1&pq=labour+laws+and+legislations+lecture+videos&sc=143&sk=&cvid=F7903542C77744E1AE821FBDE885A330&ghsh=0&ghacc=0#:~:text=https%3A/www.toppr%20com/guides/legal%2Daptitude/labour%2Dlaws/labour%2Dlaws>  
<https://www.instamojo.com/SudhirSachdeva/labour-laws>  
<https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&qsn&form=QBRE&sp=-1&pq=labour+laws+and+legislations+lecture+videos&sc=1-43&sk=&cvid=F7903542C77744E1AE821FBDE885A330&ghsh=0&ghacc=0#%20https://www.bing.com/search?q=labour+laws+and+legislations+lecture+videos&qsn&form=QBRE&sp=-1&pq=labour+laws+and+legislations+lecture+videos&sc=143&sk=&cvid=F7903542C77744E1AE821FBDE885A330&ghsh=0&ghacc=0#:~:text=https%3A/www.toppr%20com/guides/legal%2Daptitude/labour%2Dlaws/labour%2Dlaws>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9028) SUPPLY CHAIN MANAGEMENT  
(Specialization Elective – II)**

**Course Objectives:**

1. To introduce supply chain concept, fundamentals and role of supply chain management in the economy.
2. To explain concept of distribution logistics system and supply chain management.
3. To make to identifying sourcing strategy in supply chain management world wide.
4. To educate on supply chain network, location models, optimization models

**Course Out comes (CO):** Student will be able to

1. To define and describe basics of supply chain management, drivers of supply chain performance
2. To identify sourcing strategy in selection and negotiation with world wide suppliers.
3. To design a distribution logistics system and re design location and optimization models and its impact on uncertainty on network design.
4. To schedule demand, inventory and supply in uncertainty conditions.
5. Determine the risk, pricing and revenue levels in different supply chain models.
6. Acquire knowledge on current trends in supply chain management.

**UNIT -I**

**Role of Distribution in Value discovery:** Designing a distribution logistics system–Out sourcing 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.

**UNIT - II**

**Strategic Sourcing:** Out sourcing – 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.

**UNIT - III**

**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.

**UNIT - IV**

**Planning Demand, Inventory and Supply-** Managing supply chain cycle inventory. Uncertainty in the supply chain—Analyzing impact of supply chain re design on the inventory-Risk Pooling-Managing inventory for short life – cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management

**UNIT - V**

**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.

**Text books:**

1. DK Agrawal, Text book of Logistics and Supply Chain Management, Mac Millan 2003, 1<sup>st</sup> Edition.
2. G Raghuram & N Rangaraj, Logistics and Supply Chain Management –Cases and Concepts. Mac Millan.

**Reference Books:**

1. Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH.
2. Supply chain management concepts and cases, Rhaul V. Altekhar, PHI.
3. Principles of Supply Chain Management–A balanced approach, Wisner, Leong, Tan, Cengage.
4. Exploring Supply Chain–theory and practice, Upendra Kachru, excel.
5. Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico.

**Online Learning Resources:**

[https://www.bing.com/search?q=supply+chain+management++lecture+videos&qsn=&form=QBRE&sp=-1&pq=supply+chain+management+lecture+videos&sc=1-38&sk=&cvid=292D06330E7D445C822F887E8703978D&ghsh=0&ghacc=0#https://www.tutorialspoint.com/supply\\_chain\\_managementhttps://www.bing.com/search?q=supply+chain+management+swayam&qsn=&form=QBRE&sp=-1&pq=supply+chain+management+swayam&sc=1-30&sk=&cvid=435E6932DEC4418785D4B27B58FAE6B4&ghsh=0&ghacc=0#:~:text=Management%20%2D%20Swayam%20Prabha-,https%3A//swayamprabha.gov.in/asset/new\\_team/images/course\\_files/,-c%E2%80%A6C2%A0%C2%B7%20PDF](https://www.bing.com/search?q=supply+chain+management++lecture+videos&qsn=&form=QBRE&sp=-1&pq=supply+chain+management+lecture+videos&sc=1-38&sk=&cvid=292D06330E7D445C822F887E8703978D&ghsh=0&ghacc=0#https://www.tutorialspoint.com/supply_chain_managementhttps://www.bing.com/search?q=supply+chain+management+swayam&qsn=&form=QBRE&sp=-1&pq=supply+chain+management+swayam&sc=1-30&sk=&cvid=435E6932DEC4418785D4B27B58FAE6B4&ghsh=0&ghacc=0#:~:text=Management%20%2D%20Swayam%20Prabha-,https%3A//swayamprabha.gov.in/asset/new_team/images/course_files/,-c%E2%80%A6C2%A0%C2%B7%20PDF)

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9029) INVESTMENT AND PORTFOLIO MANAGEMENT  
(Specialization Elective – III)**

**Course Objectives:**

1. To present and discuss an over view of stock markets.
2. To explain concept of investment, process of investment.
3. To discuss frame work of fundamental and technical analysis under security analysis
4. To impart knowledge one estimation and measurement of risk and return.
5. To explain process of valuation of different securities.

**Course Out comes (CO):** Student will be able to

1. Understand the fundamentals of investment, stock markets, and the distinction between investment and speculation.
2. Apply fundamental analysis techniques, including economic, industry, and company analysis.
3. Comprehend the principles of technical analysis, including Dow Theory.
4. Measure and classify investment risk and return using metrics like standard deviation, variance, and beta.
5. Value different types of securities, including bonds, preference shares, and common stocks.
6. Understand the process of portfolio management and apply modern portfolio theories and models.

**UNIT -I**

**Investment:** Introduction to stock markets-objectives, Process of Investment, Investment and speculation.

**UNIT - II**

**Fundamental Analysis & Technical Analysis:** Framework of Fundamental analysis- Economic analysis, Industry analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Dow Theory.

**UNIT - III**

**Measurement of Risk and Return:** Revenue Return and Capital appreciation, holding period– Calculation of expected return, Risk factors, risk classification – systematic risk – un systematic risk – standard deviation – variance– Beta.

**UNIT - IV**

**Valuation of Securities:** Types of Securities - Approaches of valuation – Bond valuation – Preference share Valuation – Common stock Valuation

**UNIT - V**

**Portfolio Management:** Process of Portfolio Management, Modern Portfolio–Portfolio models– Markowitz model – Sharpe single index model, Capital Asset Pricing Models.

**Text books:**

1. Investment Management, V.K. Balla, S. Chand Company Ltd
2. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas

**Reference Books:**

1. Investment Analysis and portfolio management, Chandra, Tata McGrawHill.
2. Security Analysis Portfolio Management, Ranganatham & Madhumathi, Pearson Education.
3. Security Analysis and Portfolio Management, Sudhindra Bhat, excel.
4. Security analysis and portfolio management, Avadani, Himalaya publishers.
5. Investment analysis portfolio management, Frank Reilly & Brown, Cengage.
6. Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai..
7. Investment, Bodie, McGrawHill Book Company.
8. Investment Management, Hiriappa, New Age Publications

**Online Learning Resources:**

[https://www.bcci.bg/projects/latvia/pdf/8\\_IAPM\\_final.pdf](https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf)<https://backup.pondiuni.edu.in/sites/default/files/investment%20portfolio-260214.pdf>[https://sist.sathyabama.ac.in/sist\\_coursematerial/uploads/SBAA7002.pdf](https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7002.pdf)  
<https://www.youtube.com/c/iit/search?query=securities%20and%20portfolio%20management>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9030) RURAL MARKETING  
(Specialization Elective – III)**

**Course Objectives:**

1. To explain the structure of Rural markets in India & Government role in promoting Rural Marketing.
2. To introduce rural marketing concepts focusing on rural consumer behavior.
3. To list and explain various government agencies for the development of Agricultural marketing in India.
4. To create awareness on agricultural credit and crop insurance information to rural marketing groups.
5. To explain the role of IT in rural marketing with case studies.

**Course Out comes (CO):** Student will be able to

1. Understand the core concepts, scope, and importance of rural marketing, differentiating it from urban markets.
2. Analyze rural consumer behavior and classify rural consumers based on economic status.
3. Develop and apply rural marketing strategies for product, pricing, distribution, and promotion.<sup>1</sup>
4. Examine the role of government and various agencies in the development of agricultural marketing and cooperative initiatives.
5. Understand agricultural credit policies, crop insurance, and institutional arrangements.
6. Assess the role of Information Technology (IT) in rural marketing and modern distribution techniques, including case studies like ITC's e-choupal

**UNIT -I**

**Introduction to Rural marketing:** Meaning, scope, definition, & importance, Rural versus Urban, mindsets, Growth of rural markets, Basic differences between rural, semi urban and urban markets. Classification of Rural Consumer based on economic status, profile of rural consumer, rural consumer behavior.

**UNIT - II**

**Rural Marketing strategies:** Product strategies, pricing strategies, distribution strategies, production strategies, Methods of sale, Hatha system, Private Negotiations, Quotations on samples, Dara Moghum sale Methods, Open Auction Method. Prevalence of Beoparis And Arahati as Rural Mandi's, APMC's etc

**UNIT - III**

**Role of Government in the development of Agricultural Marketing :** Government intervention in Marketing system, Role of agencies like ,Council of State Agricultural Marketing Boards, (COSAMB), State trading, Cooperative Marketing ,Types of Cooperative marketing societies, Cooperative Processing ,National Agricultural Cooperative marketing federation (NAFED), National Cooperative Development Corporation (NCDC ), Public Distribution Systems (PDS ), Food Corporation of India, Directors of Marketing and Inspection(DMI), National institute of Agricultural Marketing (NIAM), Self-

help Groups (SHG's)

#### **UNIT - IV**

**Agricultural Credit and Crop Insurance:** Agricultural Credit Policy, Institutional Agreements for Agricultural Credit, Crop Insurance, Agricultural Insurance.

#### **UNIT - V**

**Role of IT in Rural Marketing:** Infrastructure, Importance & scope, Modern techniques for rural distribution, Case study of ITC's "e-choupal" Initiative

#### **Text books:**

1. Rama Bijapurkar (2007), We are Like That Only, the logic of Consumer India, Penguin Books.
2. Prahalad C.K (2008), Fortune at the Bottom of the Pyramid, Pearson Publication
3. CSG Krishnamacharyulu, Lalitha Ramakrishnan, Cases in Rural marketing, An Integrated Approach, 2006, Pearson Publication.

#### **Reference Books:**

1. Rural Marketing: Environment, Problems and strategies –T.P.Gopalaswamy, Vikas Publishing house.
2. Rural Marketing in India–K.S.HabebRahman, Himalaya Publishers.
3. Rural Marketing in India–R.V.Bedi, Himalaya Publishers
4. Rural Marketing- Focus on agricultural inputs, Sukhpal singh, Vikas Publishing house.
5. Integrated rural development–R.C.Arora,S.Chand & company

#### **Online Learning Resources:**

<https://www.bing.com/search?q=rural+marketing+lectures&qs=n&form=QBRE&sp=1&ghc=1&pq=rural+marketing+lectures&sc=7\4&sk=&cvid=7C1410AA2B1944E796CACED8ADC7A7D9&ghsh=0&ghac=c=0#>

[https://www.tutorialspoint.com/rural\\_marketing](https://www.tutorialspoint.com/rural_marketing)

<https://www.geektonight.com/rural-marketing>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9031) PERFORMANCE MANAGEMENT  
(Specialization Elective – III)**

**Course Objectives:**

- To introduce performance management concept and distinguish performance management and Human resource management*
- To discuss the concept of mentoring, process, types and pitfalls*
- To explain coaching and counseling for performance improvement and steps involved in counseling process.*
- To discuss the uses of appraisal system and methods of appraisal*
- To impart knowledge on Learning Organization, approaches, sources and rewards, and compensation management.*

**Course Out comes (CO):** Student will be able to

- Understand performance management concept and distinguish performance management and Human resource management*
- Learn the concept of mentoring, process, types and pitfalls.*
- Explain coaching and counseling for performance improvement and steps involved in counseling process.*
- Design and apply different appraisal systems in an organization.*
- Prepare reward and compensation policy*
- Determine factors influencing fringe benefits in there ward and compensation policy.*

**UNIT -I**

**Introduction to Performance management:** Concept-Performance management vs. Performance appraisal--Performance management vs. Human resource management- Purposes- Significance.

**UNIT - II**

**Mentoring and Monitoring:** Concept of mentoring - Benefits of mentoring - Characteristics of mentor-Mentoring Process-Group mentoring -Benefits -Types of Group Mentoring – Pitfalls Monitoring performance.

**UNIT - III**

**Coaching and counseling:** Coaching for performance improvement -. Concept –Tips for effective coaching Counseling -Functions of counseling- Steps in counseling process



**UNIT - IV**

**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

**UNIT - V**

**Learning organization:** Concept of learning organization- Learning Approaches-Learning sources-Importance of learning-. Characteristics of learning organization-Reward and compensation Management-Concept and types of compensation- Objectives-Competitive compensation design-Fringe benefits-Objectives -Factors influencing fringe benefits - Types of fringe benefits

**Text books:**

1. Performance Management, A.S.Kohli, T.Deb, Oxford.
2. Prem Chadha, Performance Management, McMillan.

**Reference Books:**

1. Performance Management, Bagchi, Cengage Learnings.
2. Performance Appraisal and Management, Sharma, Davinder, HPH
3. Performance Management, Herman, Aguinis, Pearson Education.
4. Performance Management and Appraisal Systems, T.V.Rao, Response.
5. Performance management, Kandula, PHI.
6. 360 Degree Feed back and Assessment and Development Centres, T.V.Rao, Excel.
7. Performance Management, Dineshk. Srivatsava, Excel.

**Online Learning Resources:**

NPTEL::Management-NOC:PerformanceandRewardManagement

[https://www.tutorialspoint.com/performance\\_management](https://www.tutorialspoint.com/performance_management)

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9032) ENTERPRISE RESOURCE PLANNING**

**(Specialization Elective – III)**

**Course Objectives:**

- 1. To provide the overview of Enterprise Resource Planning, ERP Implementation and Maintenance, business modeling, Business Process Re-engineering (BPR).*
- 2. To discuss the concept of business intelligence system mentoring, process, types and pitfalls.*
- 3. To explain ERP modules in various functional areas in an organization.*
- 4. To discuss the ERP implementation, its life cycle, process.*
- 5. To impart knowledge on ERP products and their impact on enterprise applications*

**Course Out comes (CO):** Student will be able to

- 1. Understand the evolution of ERP from MRP I and II, its architecture, and related technologies like BPR.*
- 2. Comprehend Business Intelligence Systems, including Data Mining, Data Warehousing, OLAP, and OLTP.*
- 3. Identify and describe the functionalities of various ERP modules across different business functions.*
- 4. Explain the ERP implementation lifecycle, including package selection and project team roles.*
- 5. Understand the operational aspects and maintenance of ERP systems.*
- 6. Familiarize with prominent ERP products like SAP, Oracle, and Microsoft Dynamics and their enterprise impact.*

**UNIT -I**

**Introduction to ERP:** Overview of ERP, MRPI, MRPII and Evolution of ERP, Business Modeling, ERP related technologies, Business PROCESSR e-engineering (BPR) – BPR Process, Myths regarding BPR, ERP Architecture.

**UNIT - II**

**Business Intelligence Systems-** Data Mining, Data Ware housing, On-line Analytical Processing (OLAP), On-line Transaction Processing (OLTP)

**UNIT - III**

**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,

**UNIT - IV**

ERP Implementation: ERP Implementation life cycle, ERP package selection, ERP Implementation process, ERP project teams, ERP operation and Maintenance

**UNIT - V**

**ERP Products:** SAP, Oracle, Microsoft Dynamic, People Soft, Baan and their impact on enterprise applications

**Text books:**

1. Enterprise Resource Planning, Singla, Cengage Learnings.
2. Enterprise Resource Planning, MahadeoJaiswal & Ganesh Vanapalli, Macmillan

**Reference Books:**

1. Enterprise Resource Planning, AlexisLeon, TMH.
2. Enterprise Resource Systems, Motiwala, Pearson.
3. ERP inpractice, Jagan Nathan Vaman,TataMc.GrawHill.
4. Enterprise Resource Planning and MIS, Venugopal Rao, Excel.
5. ERP concepts & Practice, Vinod Kumar Kardarid NK Venkata Kristean, PHI.
6. Concepts in ERP, Monk, 2/e Thomson.

**Online Learning Resources:**

<https://www.coursera.org/.../enterprise-resource-planning>  
<https://www.bing.com/search?q=enterprise+resource+planning+lectures+epatasala&qs=n&form=QBRE&sp=-1&pq=enterprise+resource+planning+lectures+epatasala&sc=0-47&sk=&cvid=40E6DC39DB2E48D69A7B9979FB33D00A&ghsh=0&ghacc=0#>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9033) AUDITING AND TAXATION  
(Specialization Elective – IV)**

**Course Objectives:**

1. To explain basic concepts of Audit and Income Tax structure and computation of income
2. To impart knowledge on company audit and audit programme
3. To teach qualifications, duties and rights of a company auditor and procedure to prepare an audit report.
4. To provide introduction to Income tax in India and concepts of Income tax.
5. To explain direct and indirect tax focusing basic concepts of GST Act and GST rates in India.

**Course Out comes (CO):** Student will be able to

1. Understand meaning of audit, types and basic principles of Audit.
2. Know the importance of company audit, audit programme and commencement of new audit.
3. Acquire knowledge on qualifications to appoint auditor and rights and duties as a company auditor.
4. Prepare company audit report.
5. Differentiate direct and indirect taxes, basic concepts of income tax and computational procedure of Income tax.
6. Understand meaning of GST, regulatory framework of GST, features and GST rates in India.

**UNIT -I**

**Introduction to Auditing:** Definition, objective of Audit, Advantages and limitation of audit, Types of Audit - Basic Principles of governing audit. Vouching - Meaning and significance.

**UNIT - II**

**Company Audit:** Introduction to Company Audit - Audit programme- Audit note book - working papers - Commencement of new audit.

**UNIT - III**

**Auditors eligibility and audit report:** Qualifications, disqualifications appointment and removal of company auditor. Duties and rights of a company auditor - Preparation of an audit report

**UNIT - IV**

**Direct and Indirect Taxes:** Features and History of Income Tax in India – Definitions and Basic Concepts of Income Tax: Assesse- Assessment Year – Previous Year – Person – Residential Status: Meaning of Residential Status – Conditions applicable to an Individual Assesse –Problems on

computation of Total Income of an Individual based on Residential Status.

## UNIT - V

**Introduction to GST Act:** Meaning and definition of GST -Objectives of GST- Regulatory framework of GST - Scope of GST- Key features and Benefits of GST- GST rates in India.

### Text books:

1. A Hand book on Practical Auditing- B.N. Tondan, S Chand Publishers

### Reference Books:

1. Income Tax Law and Practice: V.P. Gaur & D.B Narang, Kalyani Publishers
2. Income Tax: B.B. Lal, Pearson Education
3. Taxation: R.G. Saha, Himalaya Publishing House Pvt. Ltd.
4. Taxation Law and Practice: Balachandran & Thothadri, PHI Learning

### Online Learning Resources:

<https://swayam.gov.in/auditing&taxation><https://onlinecourses.nptel.ac.in/auditing><https://revisioncube.com/lectures/taxation>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9034) ADVERTISING AND SALES PROMOTION MANAGEMENT  
(Specialization Elective – IV)**

**Course Objectives:**

1. *To explain basic concepts of advertising, types of advertisement,*
2. *To describe objective, functions of advertisement agencies, their services and client –agency relationship.*
3. *To infuse knowledge on advertising budgets and ways to make effective budgets.*
4. *To introduce concept of Sales promotion, consumer promotion and impact of sales promotion and preparation of sales promotion budgets.*
5. *To elucidate the importance of publicity and public relations, role and functions of Public relations officer (PRO) in an organization.*

**Course Out comes (CO):** Student will be able to

1. *Understand the meaning, role, and various types of advertising within the marketing mix.*
2. *Comprehend the objectives, functions, and organizational aspects of advertising agencies and client relationships.*
3. *Develop and manage advertising budgets and evaluate advertising effectiveness through pre- and post-testing.*
4. *Understand the importance, scope, and objectives of sales promotion, including consumer and channel promotions.*
5. *Measure the impact and manage the budgeting of sales promotion activities.*
6. *Explain the scope, importance, methods, advantages, and disadvantages of publicity and public relations, including the role of a Public Relations Officer.*

**UNIT -I**

**Advertising:** Meaning, Role of advertising, types of advertisement, industrial, institutional, retail, trade and professional, marketing mix, Advertising department and advertisement manager.

**UNIT - II**

**Organizing for Advertising:** Objectives and functions - Role and functions of advertisement agencies. Advertising agency and services, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation

**UNIT - III**

**Advertisement budgets and effectiveness:** Types, optimal expenditure, decision models, sales response and decay, competitive share, Pre-testing, post testing, experimental designs.

**UNIT - IV**

**Sales Promotion:** Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.

**UNIT - V**

**Publicity and public relations:** Scope and importance. Methods of publicity, Power of Publicity, advantages and disadvantages of Publicity, Process of Public relations- Marketing public relations functions; Public relations officer- role and functions.

**Text books:**

1. Advertising & Promotion: George E. Belch, THM
2. Advertising and Promotion- An Integrated Marketing Communication approach, Shimp, Cengage

**Reference Books:**

1. Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, Pearson.
2. Integrated Advertising, Promotion and Marketing Communications, Krutishah, Alon D'Souza, TMH.
3. Advertising & Sales Promotion, SHH Kazmi, Satish Batra, Excel.
4. Advertising Management with integrated Brand Promotion, O'Guinn, Allen, Semenik, Cengage.
5. Advertising Management, Jethwaney, Jain, Oxford.

**Online Learning Resources:**

<https://www.udemy.com/course/advertising-and-sales-promotion><https://www.docsity.com/en/lecture-notes/management/advertising>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
4	-	-	4

**(25MB9035) KNOWLEDGE MANAGEMENT  
(Specialization Elective – IV)**

**Course Objectives:**

1. *To explain basic concepts of Knowledge Management (KM).*
2. *To give essentials of KM, organizational knowledge types.*
3. *To discuss road blocks to successful implementation of KM and Information Architecture for KM.*
4. *To infuse significance of Information Technology in Knowledge Management systems, and benchmarking for KM.*
5. *To introduce concept of Sales promotion, consumer promotion and impact of sales promotion and preparation of sales promotion budgets.*

**Course Out comes (CO):** Student will be able to

1. *Understand the definition, scope, significance, principles, and techniques of Knowledge Management (KM).*
2. *Differentiate between data, information, knowledge, and wisdom.*
3. *Analyze basic types of knowledge, organizational knowledge, its lifecycle, sources, and conversion processes.*
4. *Identify challenges in KM implementation and apply structured roadmaps for successful deployment.*
5. *Examine the crucial role of Information Technology in KM systems, including its relationship with e-commerce.*
6. *Explore the future trends of KM and its application in manufacturing and service industries.*

**UNIT -I**

**Introduction to KM:** Definition, scope and significance of Knowledge Management, Principles of Knowledge Management, Techniques of Knowledge Management, Data-Information-knowledge-Wisdom relationship.

**UNIT - II**

**Essentials of Knowledge Management:** Basic types of Knowledge management, Organizational Knowledge Management - Organizational knowledge types- Knowledge Life cycle- Organizational knowledge sources- process, Knowledge Conversion

**UNIT - III**

**Implementation of Knowledge Management:** Discussion on Road blocks to success, 10-step KM Road



Map of Amrit Tiwana, Information Architecture: A three- way Balancing Act, KM,

#### **UNIT - IV**

**Knowledge Management and Information Technology:** Role Information Technology in Knowledge Management Systems, E-commerce and Knowledge Management, Bench marking and Knowledge Management

#### **UNIT - V**

**Future of Knowledge Management and Industry perspective:** Knowledge Management in Manufacturing and service industry, future of Knowledge Management.

#### **Text books:**

1. Knowledge Management, Sudhir Warier: Vikas Publishing House.
2. WebWare housing & Knowledge Management, Mattison: TataMcGraw-Hill.

#### **Reference Books:**

1. Knowledge management: An Evolutionary view, BecerraFernandez: PHI.
2. Knowledge Management, Fernando: Pearson.
3. Knowledge Management, B.RathanReddy: Himalaya.
4. Knowledge Management,TapanKPanda: Excel.
5. Knowledge Management systems, Barnes: Cengage.
6. The Knowledge Management tool kit, Tiwana: 2/e, Pearson Education.

#### **Online Learning Resources:**

[https://www.coursera.org/courses?query/knowledge management](https://www.coursera.org/courses?query/knowledge%20management)  
[https://www.udemy.com/course/knowledge management](https://www.udemy.com/course/knowledge%20management)  
<https://freevideolectures.com/course/4750/nptel-knowledge-management>  
[https://onlinecourses.nptel.ac.in/noc20\\_mg40/preview](https://onlinecourses.nptel.ac.in/noc20_mg40/preview)

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

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4	-	-	4

**(25MB9036) DATA VISUALISATION & ANALYTICS  
(Specialization Elective – IV)**

**Course Objectives:**

1. To explain the significance of data, basic concepts of Data Visualization (DV).
2. To give knowledge on dash board designing, data discovery, exploration, big data lake and pit falls of data visualization.
3. To familiar with DV techniques and procedure to create, add and edit features for effective visualization of data.
4. To impart knowledge on Data Visualization Tools focusing on TABLEAU, Power BI and Qlik views.

**Course Out comes (CO):** Student will be able to

1. Understand importance of data, analyzing, reasoning about data through visualizations.
2. Study more insights of the data for effective decision making.
3. List out properties of DV, goals, functions and frame work of DV.
4. Gain knowledge on dash board designing, data discovery, exploration, big data lake and pit falls of data visualization
5. Acquire knowledge on DV tools TABLEAU, Power BI and Qlik views to explore meaningful and insightful information in the data.
6. Compare and contrast TABLEAU, Power BI and Qlik views.

**UNIT - I**

**Introduction:** Data Visualization Definition, Graphics and Computing, History of Data Visualization, Analyzing Mile stone Data, Goals of DV, Functions of Data Visualization, Framework of Data Visualization, Stages of Data Visualization, Properties of Data Visualization

**UNIT - II**

**Dashboard:** Design principles, Dash boards, SOC Dash board, Data Discovery and Exploration, Data requirements for visualization, Big Data Lake, Pitfalls of Data visualization.

**UNIT - III**

**Data Visualization Techniques & Visualization data:** Creating a Scatter plot, Adding regression line to the scatter plot, plotting categories, Labelling the graph, Legend Layouts, creating a facet, theming, Creating bar charts, Violin plots, density plots, Basic Graphics, the grammar of Graphics & ggplot 2 package (using qplot (), using Geometrics, facets, scaling, Themes and other graphics Transformation), figures with multiple plots.

**UNIT - IV**

**Data Visualization Tool:** Tableau, Getting started with Tableau, Creating basic charts, Creating common visualizations • Creating dashboard layouts, Using dashboard filters, Creating calculated fields and measures • Using Quick Table calculations.

**UNIT - V**

**Data Visualization Tools:** Power BI & Qlik view: Getting started with Power Bi- Uploading data to Power BI-Introducing Quick Insights-Introduction to reports-Introducing Visual Interactions-Decorating the report -Saving the report-Pinning are port-Filtering a report –Introduction to Qlik view– difference between Qlik, PowerBI & Tableau

**Text books:**

1. Cole Nussbaumer Knaflic, “Story telling With Data: A Data Visualization Guide for Business Professionals”, Wiley publications
2. Kieran Healy, “Data Visualization-A Practical Introduction”, Princeton University Press.
3. Scott Berinato, “Good Charts: The HBR Guide to Making Smarter, More Persuasive Data Visualizations”, 2016.,
4. Claus O. Wilke, “Fundamentals of Data Visualization”, O'Reilly Media, Inc.

**Reference Books:**

1. Anderson, Melissa. 2017. “Data Visualization and the 9 Fundamental Design Principle.
2. Alberto Ferrari & Marco Russo, “Introducing Microsoft Power BI”, Microsoft press, ISBN: 978-1-5093-0228-4

**Online Learning Resources:**

<https://www.datavis.ca/papers/hbook.pdf>  
<https://cs.stanford.edu/degrees/phd/cs300/jeffrey-heer.pdf>  
[http://byrneslab.net/classes/biol607/readings/Friendly\\_2008\\_dataviz\\_history.pdf](http://byrneslab.net/classes/biol607/readings/Friendly_2008_dataviz_history.pdf)  
<http://euclid.psych.yorku.ca/www/psy6135/lectures/History-2x2.pdf>  
<https://online.hbs.edu/blog/post/data-visualization-techniques>  
[http://www.ajtmr.com/papers/Vol11Issue1/Vol11Iss1\\_P4.pdf](http://www.ajtmr.com/papers/Vol11Issue1/Vol11Iss1_P4.pdf)  
[https://www.sas.com/content/dam/SAS/en\\_us/doc/whitepaper1/data-visualization-techniques-106006.pdf](https://www.sas.com/content/dam/SAS/en_us/doc/whitepaper1/data-visualization-techniques-106006.pdf)  
[https://datos.gob.es/sites/default/files/doc/file/data\\_visualization\\_tool\\_report.pdf](https://datos.gob.es/sites/default/files/doc/file/data_visualization_tool_report.pdf)  
<https://creconline.org/wp-content/uploads/2016/10/Data-Visualization-with-Tableau-Presentation.pdf>  
[https://wmich.edu/sites/default/files/attachments/u1158/2019/Tableau%20WMU\\_2.pdf](https://wmich.edu/sites/default/files/attachments/u1158/2019/Tableau%20WMU_2.pdf)  
<https://ecampusontario.pressbooks.pub/app/uploads/sites/73/2019/02/Tableau-tutorial.pdf>  
<https://www.mukpublications.com/resources/sma%20v25-1-18-final.pdf>  
[https://cedar.princeton.edu/sites/g/files/toruqf1076/files/media/introduction\\_to\\_tableau\\_training\\_0.pdf](https://cedar.princeton.edu/sites/g/files/toruqf1076/files/media/introduction_to_tableau_training_0.pdf)  
<https://smetricinsights.com/wp-content/uploads/2021/03/Tableau-VS-QlikView-VS-Power-BI-2019-Update.pdf>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
2	-	-	2

**(25MB9037) ENTREPRENEURSHIP DEVELOPMENT  
General Elective-II (MOOCS)**

**Course Objectives:**

1. To educate in preparation of business plan, contents and effective presentation of business plan.
2. To explore and Generate new business opportunity,
3. To explain and discuss strategies for Decisions under Uncertainty and environment in stability, Risk Reduction strategies, Market scope strategy & Imitation strategies
4. To educate on Women entrepreneurship focusing on Rural Entrepreneurship and Entrepreneurship Development Programmes (EDPs) to transform as entrepreneur.

**Course Out comes (CO):** Student will be able to

1. Understand the nature and forms of entrepreneurship, including entrepreneurial competencies and functions.
2. Analyze the entrepreneurial landscape in India and abroad, and the importance of small businesses.
3. Develop project plans and detailed project reports for new ventures.
4. Identify business opportunities, manage intellectual property, and secure various sources of capital.
5. Formulate entrepreneurial strategies for new business generation, risk reduction, and market entry.
6. Explore women and rural entrepreneurship, including challenges, supporting institutions, and the role of EDPs and NGOs.

**UNIT -I**

**Nature and Forms of Entrepreneurship:** Features - Entrepreneur's competencies, attitude, 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.

**UNIT - II**

**Project Planning and Feasibility Studies:** The Concept of Project, Project Life Cycle-Project Planning, Feasibility – Project proposal & preparation of DPR (detailed project report).

**UNIT - III**

**Aspects of the Entrepreneurship:** Idea generation – opportunities - SWOT Analysis - patents and trademarks, Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital -

Informal Agencies In financing entrepreneurs, Technology and business incubators.

#### **UNIT - IV**

**Entrepreneurial Strategy:** Generation of new business opportunity, Decisions under Uncertainty, entry strategy, environmental in stability-Risk Reduction strategies, Markets cope strategy-Imitation Strategies

#### **UNIT - V**

**Women and Rural Entrepreneurship and EDPs:** Scope-Challenges faced by women entrepreneurs, Institutions supporting women entrepreneurs. Successful cases of women entrepreneurs.- Need, Rural Industrialization–Role of NGO’s–Organising EDPs–Need, Objectives, Evaluation of Entrepreneurship Development Programmes.

#### **Text books:**

- 1.The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.
- 2.Entrepreneurship Development & Small Business Enterprises –Second Edition,Poornima

M.Charantimath , Pearson

#### **Reference Books:**

1. Entrepreneurial Development, S.Chand and Company Limited, S.S.Khanka,
2. Fundamentals of Entrepreneurship, H.Nandan, PHI.
3. Entrepreneurship, 6/e, Robert DHisrich, MichaelPPeters, DeanAShepherd, TMH.
4. Entrepreneurship–New venture Creation, Holt, PHI.
5. Entrepreneurship-Successfully Launching New Ventures, Barringer, Irel and, Pearson.
6. Entrepreneurship, Roy, Oxford.

#### **Online Learning Resources:**

[https://www.tutorialspoint.com/entrepreneurship\\_development](https://www.tutorialspoint.com/entrepreneurship_development)  
<https://swayam.gov.in> Entrepreneurship Development  
<https://leverageedu.com/blog/entrepreneurship-development>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
2	-	-	2

**(25MB9038) PROJECT MANAGEMENT  
General Elective-II (MOOCS)**

**Course Objectives:**

- 1. To explain communication concepts*
- 2. To develop the students' competence in communication at an advanced level.*
- 3. To demonstrate communication skills viz., listening, speaking, reading and writing with teaching aids.*

**Course Out comes (CO):** Student will be able to

- 1. Understand the core concepts of project management, including project definition, lifecycle, and processes.*
- 2. Conduct various types of project analysis, such as technical, economic, financial, sensitivity, social, and institutional.*
- 3. Design and organize systems and processes for effective project implementation, including WBS and execution plans.*
- 4. Apply risk management principles to projects, including identification, analysis, and mitigation strategies.*
- 5. Implement project monitoring and control techniques, differentiating between monitoring and evaluation.*
- 6. Perform project benefit monitoring and evaluation, including reporting and impact assessment.*

**UNIT -I**

**Project management:** meaning of project, project management, nature of projects, project management system, project life cycle, project management process.

**UNIT - II**

**Project analysis:** types of analysis–technical analysis, economic analysis, financial analysis, sensitivity analysis, social analysis, institutional analysis

**UNIT - III**

**Organizing system and process or for project implementation:** working of system, design of system, project work system design, work break down structure, project execution plan, project Procedure manual

**UNIT - IV**

**Project risk management:** Concept of risk , five stage process in risk management , types of risks , Project risk management– an integrated approach Project risk analysis and management (PRAM)Strategies

**UNIT - V**

**Monitoring and control:** Meaning of project monitoring, activities to monitor: project control, the aspects of control, post evaluation approach: project benefit monitoring and evaluation-difference between monitoring and evaluation, project benefit monitoring methods: PBM methods-PBM reports-Scheduling PBM activities-project completion-impact evaluation

**Text books:**

1. Project management: vasant desai, Himalaya publishing house, edition 2008.

**Reference Books:**

1. Project management: jackgido, penna state university, edition 2007.
2. Project management: s.chowdary publishers, copyrights 1998, bymcgra while education pvt ltd.
3. Project management: jeffiek.pinto, Indian edition, published by dorling Kindersley india pvt ltd 2009.
4. Project planning scheduling & control: jamesp.lewis, tatamcgra while education pvt ltd.Third edition 2009

**Online Learning Resources:**

<https://archive.nptel.ac.in/project> management<https://aims.education/project-management-lecture-notes>

<https://www.coursera.org/courses?query/projectmanagement>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

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2	-	-	2

**(25MB9039) BUSINESS ETHICS & CORPORATE GOVERNANCE  
General Elective-II (MOOCS)**

**Course Objectives:**

1. To introduce concept of business ethics, corporate ethics, theories, models and approaches for decision making and ethics in competitive business.
2. To explain role of ethics in business competition.
3. To make clear on ethical aspects in various functional areas in the organizations.
4. To impart knowledge on Corporate Governance, structure, theories, philosophies and Corporate Social Responsibility (CSR).

**Course Out comes (CO):** Student will be able to

1. Understand the meaning, scope, and importance of business ethics, including its evolution and common myths.
2. Analyze various ethical theories and approaches to business decision-making, including Indian philosophical perspectives.
3. Identify and address ethical issues across different business functions like marketing, finance, HR, and IT.
4. Comprehend the purpose, theories, principles, and practices of corporate governance, including shareholder rights.
5. Understand the concept, types, and evolution of Corporate Social Responsibility (CSR) in India.
6. Analyze different models and standards of corporate governance and their implications.

**UNIT -I**

**Business Ethics:** Ethics meaning, need, scope, nature, importance, functions, need and purpose of business ethics, approaches to business ethics, source of ethical knowledge for business. Evolution of business ethics, Ten popular myths about business ethics, ethical dilemmas, code of conducting business, some major unethical business practices.

**UNIT - II**

**Theories of ethics :** Ethical approaches, modern decision making, ten amendments , Aristotle theory of Golden mean, theory of consequentialism, Right Albert Carr's theory of business ethics, W.D Ross seven prima facie duties(rules);Concept of Justice – Types of justice; IndianEthos: Advaita vedanta (Shankara),Visishtadvaita Philosophy (Ramanuja), Gandhian Ethics,Ethics of Bhagavatgitha, Moral Standards in Indian Ethics.

**UNIT - III**

**Ethical aspects in Organization:-** Ethics issues in marketing and advertisement, Ethical issues in finance and accounting, Ethical issues in HRM, Production and operations management, information technology, Combating frauds, Cybercrime, Whistle blowing., professional ethics and human values, Decision making



and types of business companies, Josephson's six Pillars of Character and Business Decision making.

#### **UNIT - IV**

**Corporate Governance:** - Purpose- Theories and Philosophies of Corporate Governance, Nature, Characteristics and purpose of corporate governance, Theories of corporate governance, Principles, corporate governance codes and practices. Shareholders-Rights and Protection, issues in corporate governance, The Emerging Trend in corporate governance.

#### **UNIT - V**

**CSR (Corporate Social Responsibility):-** Needs, types and nature of social responsibilities, history and evolution of corporate governance in India, Salient features, Structure and Standards of corporate governance in India, Models of corporate governance.

#### **Text books:**

1. Business Ethics and Corporate Governance—A.C.Fernando, Pearson Education

#### **Reference Books:**

1. "Perspectives in Business Ethics", Laura PHartman, TataMcGrawHill.
2. Ethics in management and Indian Ethos, Biswanath Ghosh, Vikas
3. Bob Tricker, Corporate Governance, Oxford.
4. Corporate Governance and Social responsibility, Balachandran, Chandra sekharan, PHI
5. Business Ethics-Concepts and Cases, Weiss, Cengage.

#### **Online Learning Resources:**

[https://ddceutkal.ac.in/Syllabus/BECG-](https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf)

[MBA.pdf](https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf)[https://sist.sathyabama.ac.in/sist\\_coursematerial/uploads/SBAA1503.pdf](https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1503.pdf)

<https://www.bimkadapa.in/materials/BECG%20-5-UNITS-PDF.pdf>

[https://www.augstskola.lv/upload/CSR%20book\\_FINAL\\_01.2020.pdf](https://www.augstskola.lv/upload/CSR%20book_FINAL_01.2020.pdf)

<https://www.himpub.com/documents/Chapter2975.pdf><https://wwwRw.icsi.edu/media/webmodule/publications/EGAS-Final.pdf>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – I Sem**

L	T	P	C
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**(25MB9040) BUSINESS SIMULATION LAB**

**Course Objectives:**

- To expose the students to learn various online/offline gathering of the data*
- To understand various statistical tools including Excel*
- To help the students to visualize using various tools including Excel*
- To train them in to their functional domains Marketing, Finance and HR*
- To understand the basic data base system of MS Access*

**Course Out comes (CO):** Student will be able to

- Gather and prepare primary and secondary data from online and offline sources, and organize it in spreadsheets.*
- Formulate hypotheses and perform statistical analysis (univariate, bivariate, multivariate) using appropriate software.*
- Create various types of data visualizations and charts using specialized tools.*
- Design and develop databases for HR, Finance, and Marketing, including data filtering and model creation.*
- Utilize MS-Access for database creation, table management, and understanding its key features.*
- Perform data entry and basic analysis using SPSS statistical software.*

**UNIT -I**

**Gathering the data (Using Online/Offline):** Create questioner of Marketing/HR/revenant management stream – gathering primary data - Entering online survey data in to excel–sorting and filtering the required shape–Colleting and entering the Secondary data (Financial data/balance sheets/stock data/mutual fund data/Insurance Data)

**UNIT - II**

**Statistical Analysis (Using Excel/SPSS/R-studio Open-Source Online tools)**

Formulation of Hypothesis –Statistical Calculation of Uni Variable-Bi Variable– Multi variable– interpretation of the result

**UNIT - III**

**Visualization of Data (Using Excel/PowerBi/ Tableau Public/Other Open Source Visualization tools)**

Introduction Charts–Rules for Creating Charts-Labels-Title of the chart-Axis of the chart- Quick Lay out-

switch to row to column-changing the data–different types charts

#### **UNIT - IV**

**Database Creation :** Data base creation in HR,FINANCE & MARKETING , Creating Sales Database – filtering the data – Create models using marketing data – Creating HR Data base – create model for HR data - Calculations of NPV, IRR

#### **UNIT - V**

**Introduction to MS-Access & SPSS:** Overview of MS Access –getting started–tables– primary key – over view ribbon – creating data base. Overview of SPSS- Data entry and analysis – main features of SPSS Packages

#### **Text books:**

1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press.

#### **Reference Books:**

1. David Whigham“Business Data Analysis Using Excel”Oxford University Press.
2. Winston“Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited.
3. Bajpai“Business Statistics”Pearson.
4. DPApte: Statistical Tools for Managers USING MS EXCEL, Excel Books.

#### **Online Learning Resources:**

<https://www.coursera.org/courses?query=microsoftexcel> <https://onlinecourses.nptel.ac.in>  
<https://swayam.in/Advanced-excel>  
<https://swayam.in/spss-lectures>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)****II MBA – I Sem**

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**(25MB9041) EXPERIENTIAL LEARNING PROJECT**

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Experiential learning project is a multifaceted assignment that serves as a group academic and intellectual experience. Students are required to take up a mini project work, in which the student or a team of maximum four students can choose any specific problem of Industry / Industry based project work / social problem that interests them. Student or team need to conduct research on the subject, maintain a portfolio of findings or results, create a final product demonstrating their learning acquisition or conclusions (as a paper, short film, or multimedia presentation), and give an oral presentation before the Project Review Committee consisting of Head of the Department, supervisor/mentor and two other senior faculty members of the department

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – II Sem**

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4	-	-	4

**(25MB9042) FINANCIAL DERIVATIVES  
(Specialization Elective – V)**

**Course Objectives:**

- 1. To give an overview of Financial Derivatives, growth, types of derivatives.*
- 2. To explain fundamental linkages between spot & derivative markets.*
- 3. To infuse knowledge on functioning and types of future and forward markets.*
- 4. To explain the concepts of Options, strategies, and its pricing models.*
- 5. To give an understanding on Swaps, types of Swaps and Credit Risk involved in Swaps.*

**Course Out comes (CO):** Student will be able to

- 1. Understand the development, functions, types, and participants of derivative markets, including their role in India.*
- 2. Comprehend the mechanics of buying and selling futures and implement hedging strategies using futures.*
- 3. Distinguish between options and futures, understand option pricing principles, and apply option pricing models.*
- 4. Execute various option hedging strategies, including protective puts/calls, spreads, combinations, and delta hedging.*
- 5. Gain theoretical knowledge of advanced option strategies such as stock index, currency, and interest rate options.*
- 6. Understand the concept and types of swaps, including interest rate, currency, and commodity swaps, and associated credit risk.*

**UNIT -I**

**Introduction to Derivatives:** Development and Growth of Derivative Markets, Functions of Derivative markets-Types of Derivatives–Participants in Derivatives Markets-Financial Vs Derivative markets - Fundamental linkages between spot & Derivative Markets, Role of Derivatives Market in India, uses and misuses of derivatives.

**UNIT - II**

**Future and Forward Market:** Meaning of Forwards and Futures, Mechanics of Buying & Selling Future: Order flows–setting a futures position–Initial Margins–types of orders; Hedging Strategies Using futures: Short–Long–Basis Risk–Hedge Ratio.

**UNIT - III**

**Options:** Introduction to Options-Distinguish between Options and Futures–Participants in Options Market- Structure of Options Market, Types of Options, Principles of Option Pricing,

**Option Pricing Models:** The Binomial Model, The Black Scholes Merton Model - Factors affecting Option prices – Maximum & Minimum Option Price.

**UNIT – IV**

**Options Hedging Strategies:** Types of Option hedging strategies: Protective Puts & Calls, Converted Calls, Spreads, and Combinations – Delta Hedging. -Advanced Option strategies: Stock Index options – Currency Options – Interest Rate Options (Theory only).

**UNIT – V**

**Swaps:** Introduction-Types of Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps (Theory only).

**Text books:**

1. Risk Management Insurance and Derivatives, Dr.G.Kotreshwaar, HPH.
2. Financial Derivatives, Gupta, 1stEdition, PHI.
3. Fundamentals of futures and options market, John C Hull: Pearson Education.

**Reference Books:**

1. Fundamentals of Financial Derivatives, Swain. P.K, HPH
2. Financial Derivatives, Mishra: Excel.
3. Risk Management & Derivatives, Stulz, Cengage.
4. Derivatives and Risk Management, Jayanth Rama Varma: TMH.
5. Management Insurance and Derivatives, G.Koteswar : Himalaya

**Online Learning Resources:**

<https://www.udemy.com/course/financial-derivatives>

[https://onlinecourses.nptel.ac.in/noc21\\_mg84/preview](https://onlinecourses.nptel.ac.in/noc21_mg84/preview)

<https://swayam.in/FinancialDerivatives><https://www.academia.edu>

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – II Sem**

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4	-	-	4

**(25MB9043) SERVICES MARKETING  
(Specialization Elective – V)**

**Course Objectives:**

- To give an understanding on Service Marketing, features, classification of services.*
- To make clear about customer expectations of service, types, factors influencing and issues in customer expectations of service.*
- Explain pricing and promotion strategies for services.*
- To describe and discuss service promotion strategies, implications and marketing communication mix in modern economy.*
- To impart knowledge on marketing plans for services.*

**Course Out comes (CO):** Student will be able to

- Understand the unique characteristics and classifications of services marketing and its role in the modern economy.*
- Analyze customer expectations of service and develop customer-defined service standards.*
- Develop effective pricing strategies for services, considering objectives, foundations, and demand.*
- Formulate integrated marketing communication strategies for promoting services.*
- Design comprehensive marketing plans specifically tailored for service offerings.*
- Allocate resources and monitor the implementation of service marketing plans.*

**UNIT -I**

**Understanding services marketing:** Introduction, Characteristics of services marketing mix, Services in the modern economy, Classification of services, Marketing services Vs. Physical services.

**UNIT - II**

**Customer Expectations of service:** Service expectations, types of expectations, factors that influence customer expectations of service. Issues in involving customers service expectations, Customer defined service standards.

**UNIT - III**

**Pricing & Promotion strategies for services:** Service pricing, establishing monetary pricing objectives, foundations of pricing, pricing and demand, putting service pricing strategies into practice.

**UNIT - IV**

**Service promotion:** The role of marketing communication. Implication for communication strategies, marketing communication mix.

**UNIT - V**

**Marketing plans for services:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitoring marketing planning and services.

**Text books:**

1. Services Marketing—Text and Cases, Rajendra Nargundkar, TMH.
2. Services Marketing—Integrating Customer Focus Across the Firm, Valarie A. Zeithaml & Mary Jo Bitner: TMH.

**Reference Books:**

1. Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, Pearson.
2. Services Marketing—Concepts planning and implementation, Bhatta charjee, excel, 2009
3. Services Marketing, Srinivasan, PHI
4. Services—Marketing, Operations and Management, Jauhari, Dutta, Oxford
5. Marketing of Services, Hoffman, Bateson, Cengage
6. Service sector Management, C. Bhattacharjee, Jaico

**Online Learning Resources:**

<https://www.swayam.gov.in/explorer?category= ServicesMarketing>  
[https://onlinecourses.nptel.ac.in/noc20\\_mg12/preview](https://onlinecourses.nptel.ac.in/noc20_mg12/preview)  
<https://www.studocu.com/.../services-marketing>



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(AUTONOMOUS)**

**II MBA – II Sem**

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**(25MB9044 ) ORGANIZATION DEVELOPMENT  
(Specialization Elective – V)**

**Course Objectives:**

1. *To introduce concept of Organization Development (OD), beliefs in OD and ethical issues in OD.*
2. *To explain foundations of OD.*
3. *To make them clear on Action Research -OD.*
4. *To impart knowledge on interventions, classification of interventions.*
5. *To discuss power politics in OD and future of OD.*

**Course Out comes (CO):** Student will be able to

1. *Understand the definition, characteristics, and ethical considerations of Organization Development (OD).*
2. *Grasp the foundational principles of OD, including systems thinking and organizational transformation.*
3. *Apply diagnostic processes and action research methodologies within OD.*
4. *Classify and implement various OD interventions, including team, intergroup, and structural approaches.*
5. *Address critical consultant issues and power dynamics within OD initiatives.*
6. *Explore the future trends and systemic implications of Organization Development.*

**UNIT -I**

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

**UNIT - II**

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

**UNIT - III**

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

**UNIT - IV**

**Interventions classification** –Team Interventions–Inter group Interventions-Third party peace making intervention, Structural Interventions- Comprehensive Interventions and Training Experience, Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning.

**UNIT - V**

**Consultant Issues**– System Ramifications–Power politics in OD–Future of OD.

**Text books:**

1. Organization Development and Transformation, French, Bell & Zawacki, TMH.
2. Organization Development, French & Bell, Pearson

**Reference Books:**

1. Organization Change and Development, Kavita Singh: Excel.
2. Organization Development, Daniel Robey & Steven Actman, Macmillan.
3. Organization Development Change, Cummins & Worley, Thomson/Cengage.
4. Organization Development Interventions & Strategics, S.Ramnarayan, T.vRao & kuldeep singh.

**Online Learning Resources:**

<https://mooc.es/course/organization-development>

[https://onlinecourses.nptel.ac.in/noc20\\_mg56/preview](https://onlinecourses.nptel.ac.in/noc20_mg56/preview)<https://swayam.in/OrganizationalDevelopment>

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(AUTONOMOUS)**

**II MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9045) DATA COMMUNICATION AND NETWORK ANALYSIS**

**(Specialization Elective – V)**

**Course Objectives:**

1. *To impart knowledge on concepts of Data Communication and Network Analysis, network security, privacy and data encryption.*
2. *To introduce concepts of Network, general structure of Networks, types of analysis, layers, digital transmission.*
3. *To explain and analyze different layers in Network focusing on Transportation layer, Session layer, presentation layer and application layers in data communication and network.*

**Course Out comes (CO):** Student will be able to

1. *Understand the general structure of networks and the ISO OSI Reference Model.*
2. *Explain concepts related to the Physical Layer, including transmission, multiplexing, and error correction.*
3. *Comprehend Data-link layer protocols, including stop-and-wait and sliding window.*
4. *Analyze Network layer concepts such as virtual circuits, datagrams, and routing algorithms.*
5. *Understand the functionalities of the Transport and Session layers, including flow control, buffering, and crash recovery.*
6. *Explore the Presentation and Application layers, focusing on network security, encryption, and common protocols like TCP/IP.*

**UNIT -I**

**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.

**UNIT - II**

**Data–link layer:** simple protocols. Un restricted stop and wait sliding window protocols. Network layer: virtual circuits and data grams centralize hierarchical and broad casting algorithms.

**UNIT - III**

**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.

**UNIT - IV**

**Presentation layer:** network security and privacy – data encryption – key distribution authentication and digital signatures – virtual terminal protocols – file transfer protocols

**UNIT - V**

**Application layer** – distribution systems ISDN – Service & History, TCP/IP and Net Working and Internetworking Derives.

**Text books:**

1. Understanding Data Communications & Networks, William A.Shay, Vikas.
2. Data Communications and Net Working, BehrouzA. Forouzan, TMH

**Reference Books:**

1. Data Communication and Computer Networks, Duck & Read, Person.
2. Data Networks, Bertsekas & Gallages, PHI
3. Computer Communications and Networking Technologies, MichaelA.Gallo, Cengage

**Online Learning Resources:**

<https://swayam.gov.in/DataCommunicationandNetwork>

[https://www.tutorialspoint.com/data\\_communication](https://www.tutorialspoint.com/data_communication)<https://onlinecourses.nptel.ac.in/DataCommunication>

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(AUTONOMOUS)**

**II MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9046) INTERNATIONAL FINANCIAL MANAGEMENT**

**(Specialization Elective – VI)**

**Course Objectives:**

1. *To present an overview of International Financial Management, nature, scope and importance.*
2. *To impart knowledge on Foreign Exchange Market, functions and structure, transaction and settlement mechanism.*
3. *To explain meaning of foreign exchange exposure, types of exposure and risk involved.*
4. *To discuss cross-border investment decisions, project evaluation techniques and risk involved in cross-border investment decisions.*
5. *To explicate financing decisions of MNCs and working capital management.*

**Course Out comes (CO):** Student will be able to

1. *Understand an overview of International Financial Management, nature, scope and importance.*
2. *Acquire knowledge on Foreign Exchange Market, functions and structure, transaction and settlement mechanism.*
3. *Identify different types of foreign exchange exposure and risk involved.*
4. *Evaluate cross-border investment decisions using various project evaluation techniques and risk involved in cross-border investment decisions.*
5. *Know evaluation of financing decisions and factors influencing financing decisions.*
6. *Take decision on effective utilization of components of working capital.*

**UNIT -I**

**Introduction to International Financial management:** IFM meaning, Difference between FM & IFM, Nature, Scope, Importance.

**UNIT - II**

**Foreign Exchange Market:** Functions and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations.

**UNIT - III**

**Management of foreign exchange exposure and risk:** Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure.

**UNIT - IV**

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

**UNIT - V**

**Financing Decisions of MNC`s & Working Capital Management:** Introduction, the cost of capital, Capital structure, Cash management, management of receivables, Inventory management.

**Text books:**

1. International Financial Management, V.K.Bhalla, S.Chand
2. International Financial Management, Ephriam Clark, Cengage

**Reference Books:**

1. International Finance, Prakash.G.Apte, TMH
2. International Financial Management, T.Siddaiah: Pearson.
3. International Financial Management , M.K.Rastogi
4. International Financial Management, S.EunChoel and RisnickBruce: TMH.
5. International Financial Management, MachiRaju, HPH.
6. International finance management, JeffMadura, Cengage.

**Online Learning Resources:**

[https://onlinedegree.swayam.gov.in/dyp20\\_d02\\_s3\\_fm04/preview](https://onlinedegree.swayam.gov.in/dyp20_d02_s3_fm04/preview)<https://www.iimb.ac.in/InternationalFinancialManagement>

<https://nptel.ac.in/InternationalFinancialManagement>

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(AUTONOMOUS)**

**II MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9047) INTERNATIONAL MARKETING**

**(Specialization Elective – VI)**

**Course Objectives:**

1. *To present an overview of International Marketing, nature, scope and importance.*
2. *To discuss comparison of Domestic Vs. International Marketing and the macro environmental factors of International Marketing.*
3. *To impart knowledge different strategies to enter in International Market.*
4. *To explain international product management with regard to new products, culture, brands at international levels.*
5. *To discuss international marketing channels and physical distribution of goods and grey market goods.*
6. *To explicate export policy decisions of a firm and EXIM policy of India, procedures involved in Exports and assistance and incentives from governments.*

**Course Out comes (CO):** Student will be able to

1. *Understand the scope, significance, and unique characteristics of international marketing compared to domestic marketing.*
2. *Analyze the legal and regulatory environments impacting international marketing.*
3. *Evaluate and select appropriate international market entry strategies for firms.*
4. *Develop effective international product management strategies, including positioning and branding across cultures.*
5. *Manage international marketing channels and physical distribution, including the selection of foreign intermediaries.*
6. *Understand export marketing, including policy decisions, costing, pricing, procedures, and available incentives in India.*

**UNIT -I**

**International Marketing:** Scope and Significance of International Marketing, The importance of International marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing.

**UNIT - II**

**International Market Entry Strategies:** Indirect Exporting, Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

**UNIT - III**

**International product management:** International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.

**UNIT - IV**

**International Marketing 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, Grey Market goods.

**UNIT - V**

**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.

**Text books:**

1. International Marketing, Michael R.Czinkota, Likka A Ronkainen, Cengage.
2. Global marketing Management, Keegan, Green, 4/e, Pearson

**Reference Books:**

1. International Marketing Analysis and Strategy, SakOnk visit, JohnJ.Shaw, PHI.
2. International Marketing, Philip R.Cateora, JohnL.Graham, Prasanth Salwan, TMH.
3. International Marketing, Vasudeva PK, excel.
4. Global Maketing, Management, Lee, Carter, Oxford.
5. International Marketing and Export management, Albaum, Pears on Education.
6. Global Marketing, Johansson, TMH.
7. Integrated Marking Management– Text and Cases, Mathur, Sage.

**Online Learning Resources:**

[https://onlinecourses.nptel.ac.in/noc22\\_mg50/preview](https://onlinecourses.nptel.ac.in/noc22_mg50/preview)<https://www.iimb.ac.in/InternationalMarketing><https://www.swayam.gov.in/InternationalMarketing>



**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – II Sem**

L	T	P	C
4	-	-	4

**(25MB9048) GLOBAL HUMAN RESOURCE MANAGEMENT**

**(Specialization Elective – VI)**

**Course Objectives:**

1. *To explain concept of Global Human Resource Management (GHRM) and issues & Challenges involved in GHRM.*
2. *To discuss comparison of HRM Vs GHRM and the global environmental factors of GHRM and cross cultural research methodologies.*
3. *To impart knowledge on global staffing and compensation practices and differences in HCNs, PCNs and TCNs.*
4. *To discuss appraisal, training & development at Global perspective level.*
5. *To elicit date global industrial relations and people management globally.*

**Course Out comes (CO):** Student will be able to

1. *Understand the core concepts of Global Human Resource Management (GHRM) and its distinctions from domestic HRM.*
2. *Analyze the global issues and challenges impacting GHRM practices.*
3. *Examine the influence of social and cultural variables, including cross-cultural research, on global organizations.*
4. *Comprehend global staffing and compensation practices, including expatriate and repatriate management.*
5. *Develop and implement performance appraisal, training, and development programs in a global context.*
6. *Analyze global industrial relations, including trade unions, collective bargaining, and participative management across different regions.*

**UNIT -I**

**Global Human Resource Management concept**, expanding role– Global issues and challenges, Differences between Domestic HRM and GHRM.

**UNIT - II**

**Social and Cultural Variables in Global Organizations**–Cross Cultural Differences–Cross Cultural Research Methodologies – Homestead’s Hermes Study, Cultural Issues.

**UNIT - III**

**Global staffing and Compensation Practices** – Nature, Sources, Policies – Human Resource Planning –

Recruitment and Selection for global Assignment, Selection process- Expatriate and Repatriate.– Compensation-International Compensation structure, Differentiating HCNs, PCNs and TCNs.

#### **UNIT - IV**

**Appraisal and Training and development in the Global Perspective**-Programs and Agencies– Performance management, Appraisal system–Training and development need, cross cultural training, Areas of international training and development.

#### **UNIT - V**

**Global Industrial Relations and People Management** – Trade Unions, Collective bargaining, Disputes/Conflicts, Quality Circles and Participative Management.- USA – European Countries, Asian Countries and Middle East.

#### **Text books:**

1. International Human Resource Management, Aswathappa, TMH.
2. International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage

#### **Reference Books:**

1. International Human Resource Management, Tony Edwards & Chris Rees, Pearson.
2. Internal Human Resource Management, Rao P.L, Excel.
3. International Human Resource Management, Subba Rao P, Himalaya.
4. International Dimensions of Organizational Behaviour, Adler N.J, Kent.

#### **Online Learning Resources:**

[https://onlinecourses.nptel.ac.in/noc22\\_mg50/preview](https://onlinecourses.nptel.ac.in/noc22_mg50/preview)<https://www.swayam.gov.in/HumanResourceDevelopment><https://www.coursera.org/courses?query=humanresourcemanagement>

[https://www.tutorialspoint.com/human\\_resource\\_management](https://www.tutorialspoint.com/human_resource_management)

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(AUTONOMOUS)**

**II MBA – II Sem**

L	T	P	C
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**(25MB9049) CORPORATE INFORMATION MANAGEMENT**

**(Specialization Elective – VI)**

**Course Objectives:**

1. *To provide abroad out line of Information Technology and its application at corporate business units and to understand all the issues related to the IT management.*
2. *To explain IT planning and strategy analytical tools applied incorporate companies.*
3. *To impart knowledge on ways for extending the enterprise and designing hybrid governance models and business models.*
4. *To elucidate the IT alignments for managing it services, components of internet working infrastructure with new service models.*
5. *To discuss IT outsourcing in various dimensions and managing risk using outsourcing.*
6. *To provide knowledge on project management, new technological developments, technology cycle and the role of R&D technology development in employee creativity.*

**Course Out comes (CO):** Student will be able to

1. *Understand broad outline of Information Technology and its application at corporate business units and the issues related to the IT management.*
2. *Learn IT planning and strategy analytical tools applied in corporate companies.*
3. *Identity the ways for extending the enterprise and designing hybrid governance models and business models.*
4. *Gain knowledge on IT alignments for managing it services, components of internetworking infrastructure with new service models.*
5. *Know IT out sourcing in various dimensions and managing risk using out sourcing.*
6. *Acquire knowledge on project management, new technological developments, technology cycle and the role of R&D technology development in employee creativity.*

**UNIT -I**

**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.

**UNIT - II**

**Extending the enterprise:** Organizing for innovation –Collaboration- Understanding business networks: differentiation interdependence and ownership – Designing hybrid governance models- Building collaborative community- Emerging network business models.

**UNIT - III**

**IT Alignments:** Building the case for IT-leveraging infrastructure and creating options- Components of internetworking infrastructures–Rise of internetworking–business implications, Managing IT services: Availability facilities- uninterruptible power–Delivery-climate control– security – New service models.

**UNIT - IV**

**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 organizing- Nolan's' model- Distributed data processing- Centralization vs. decentralization-drivers toward user dominance-Drivers towards Centralized policy-Coordination and location IT policy.

**UNIT - V**

**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.

**Text books:**

1. C,S,G., Krishnamcaharyulu and LalithaR. *Management of Technology*, Himalaya
2. LyndaM.Applegate,RobertD.AusitnandF.WarrenMcFarlan,*Corporate Information strategy and Management*,TMH

**Reference Books:**

1. SanjivaShnkarDubey, IT strategy and Management, PHI.
2. ParagKulkarni IT strategy for Business, Oxford.
3. V.K.Narayan, Managing Technology and Innovation for competitive Advantage, Pearson.
4. C.K.Prahlad, The New Age of Innovation.TMH.

**Online Learning Resources:**

<https://www.udemy.com/course/corporateInformationManagement>

<https://www.studocu.com/CorporateInformationManagement>

[https://onlinecourses.nptel.ac.in/noc22\\_mg50/previewhttps://www.academia.edu/12011522/Corporate\\_Information\\_Strategy\\_and\\_Management](https://onlinecourses.nptel.ac.in/noc22_mg50/previewhttps://www.academia.edu/12011522/Corporate_Information_Strategy_and_Management)

**SIDDHARTH INSTITUTE OF ENGINEERING & TECHNOLOGY: PUTTUR  
(AUTONOMOUS)**

**II MBA – II Sem**

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**(25MB9050) PROJECT WORK**

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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 shall initiate project work immediately after II semester and evaluation Shall take place in IV semester.

**Reference Books:**

1. Business Essentials: *Research Project*, Viva.
2. Paul Oliver: *Writing Your Thesis*, Sage.
3. M.K.Rampal & S.L.Gupta: *Project Report Writing*, Paragon International.
4. Michael JayPolon sky: David S Waller: *Designing and Managing a Research Project*, Sage.
5. Surendra Kumar: *An Aid to Project Work*, Paragon International.