
	SRK INSTITUTE OF TECHNOLOGY An Autonomous Institution Enikepadu, Vijayawada - 521108 Approved by AICTE, Permanently Affiliated to JNTUK, Kakinada (ISO 9001:2015 Certified Institution) Department of Business Administration	
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INTEGRATED MBA COURSE STRUCTURE (R23)

I SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
23IM101	English Language – I	4	100
23IM102	Business Mathematics & Statistics	4	100
23IM103	Fundamentals of Business Organization	4	100
23IM104	Financial Accounting – I	4	100
23IM105	Fundamentals of Computers	4	100
Total		20	500

II SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
23IM201	English Language – II	4	100
23IM202	Business Environment	4	100
23IM203	Managerial Economics	4	100
23IM204	Financial Accounting – II	4	100
23IM205	Organizational Communications.	4	100
Total		20	500

III SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
23IM301	Principles of Management	4	100
23IM302	Cost Accounting	4	100
23IM303	Banking Theory & Practice	4	100
23IM304	Business Law	4	100
23IM305	Entrepreneurship Development	4	100
Total		20	500

IV SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
23IM401	Organizational Behavior	4	100
23IM402	Management Accounting	4	100
23IM403	Company Law	4	100
23IM404	GST(Goods and Services Taxes)	4	100
23IM405	Management Information Systems	4	100
Total		20	500

V-SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
23IM501	Financial Management	4	100
23IM502	Marketing Management	4	100
23IM503	Human Resource Management	4	100
23IM504	Operations Management	4	100
23IM505	Business Research Methodology	4	100
Total		20	500

VI-SEMESTER

Code	SUBJECT TITLE	Credits	Max. Marks
23IM601	Operations Research	4	100
23IM602	International Business	4	100
23IM603	Strategic Management	4	100
23IM604	Decision Support Systems	4	100
23IM605	Summer Internship (6 weeks)	4	100
Total		20	500

23IM101	English – I	100	4	0	0	4
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Course Objective:

CO1: To acquire knowledge about the previous generation through humor

CO2: To learn to develop communication and leadership skills to serve our country and the world at large.

CO3: To learn about black holes and their impact.

CO4: To acquire knowledge about environmental problems and solutions

CO5: To learn how hard work and determination can change a person's life.

Course Outcomes:

1. To make the students understand humour and the contributions of Mokshagundam to build modern India, The students also develop their LSRW skills.

2. To make the students aware of Polymer currency and inspire them with the unique journey of

Helen Keller.

3. To make the students aware of Man-made disasters and how to prevent and prepare for them.

They learn about the South Indian small town life through R.K. Narayan's work

4. The students gain awareness about human values and ethics which contain the core values of our

education policy and also experience the pathos in the story The Last Leaf.

5. Students learn about the importance of sports and how they can improve their health and also the

motivating speech from technocrat Narayana Murthy of Infosys.

23IM101	English Language – I	4	100
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Objective:

To enhance the vocabulary, listening skills, reading skills and comprehension of the students. To develop the grammatical skills of the student so as to enable effective business communication.

Unit –I:

1. Chapter entitled „**Wit and Humour**’ from „**Skills Annexe**” -**Functional English for Success**, Published by Orient Black Swan, Hyderabad

2. Chapter entitled „**Mokshagundam Visvesvaraya**” from “**Epitome of Wisdom**”, Published by Maruthi Publications, Hyderabad.

L-Listening For Sounds, Stress and Intonation

S-Greeting and Taking Leave, Introducing Oneself and Others (Formal and Informal Situations) R- Reading for Subject/ Theme

W- Writing Paragraphs

G-Types of Nouns and Pronouns

V- Homonyms, homophones synonyms, antonyms

Unit –II

1. Chapter entitled “**Cyber Age**” from “**Skills Annexe -Functional English for Success**”Published by Orient Black Swan, Hyderabad.

2 Chapter entitled „**Three Days To See**” from “**Epitome of Wisdom**”, Published by MaruthiPublications, Hyderabad.

L – Listening for themes and facts

S – Apologizing, interrupting, requesting and making politeconversation R- for theme and gist

W- Describing people, places, objects,events G- Verb forms

V- Noun, verb, adjective and adverb

Unit –III

1. Chapter entitled „**Risk Management**” from “**Skills Annexe -Functional English for Success**”

Published by Orient Black Swan, Hyderabad

2. Chapter entitled „**Leela’s Friend**” by R.K. Narayan from “**Epitome of Wisdom**”, Published byMaruthi Publications, Hyderabad.

L – for main points and sub-points for note taking

S – Giving instructions and directions; Speaking of hypotheticalsituations R – Reading for details

W – note-making, information transfer, punctuationG – Present tense

V – Synonyms and antonyms

Unit –IV

1. Chapter entitled „**Human Values and Professional Ethics**” from “**Skills Annexe -Functional English for Success**” Published by Orient Black Swan, Hyderabad

2. Chapter entitled „**The Last Leaf**” from “**Epitome of Wisdom**”, Published by MaruthiPublications, Hyderabad

L -Listening for specific details and informationS- Narrating, expressing opinions and telephoneinteractions R -Reading for specific details and information

W- Writing formal letters andCVs G- Past and future tenses

V- Vocabulary - idioms and Phrasal verbs

Unit –V

1. Chapter entitled „**Sports and Health**” from “**Skills Annexe -Functional English for Success**”Published by Orient Black Swan, Hyderabad

2. Chapter entitled „**The Convocation Speech**” by N.R. Narayanmurthy” from “**Epitome ofWisdom**”, Published

By Maruthi Publications, Hyderabad

L- Critical Listening and Listening for speaker’s tone/ attitude S- Group discussion and Making presentationsR- Critical reading, reading for reference

W-Project proposals; Technical reports, Project Reports and Research Papers G- Adjectives, prepositions and concord

V- Collocations and Technical vocabularyUsing words appropriately

* Exercises from the texts not prescribed shall also be used for classroom tasks.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Contemporary English Grammar Structures and Composition by David Green, MacMillan Publishers, New Delhi. 2010.
2. Innovate with English: A Course in English for Engineering Students, edited by T Samson, Foundation Books.
3. English Grammar Practice, Raj N Bakshi, Orient Longman.
4. Technical Communication by Daniel Riordan. 2011. Cengage Publications. NewDelhi.
5. Effective English, edited by E Suresh Kumar, A RamaKrishna Rao, P Sreehari, Published by Pearson
6. Handbook of English Grammar& Usage, Mark Lester and Larry Beason, Tata Mc Graw – Hill.
7. Spoken English, R.K. Bansal & JB Harrison, Orient Longman.
8. Technical Communication, Meenakshi Raman, Oxford University Press.
9. The Great Indian scientists.
10. English encounters

23IM102	Business Mathematics & Statistics	4	100
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Objective: To equip the students with the mathematical and statistical techniques and their application to the business problems. The emphasis will be on the concepts and application rather than derivations.

Course Objectives:

CO1: To equip students with the knowledge of basic mathematical techniques.

CO2: To understand the concepts and applications of matrices in business studies.

CO3: To recollect the knowledge of statistics.

CO4: To provide better knowledge on probability.

CO5: To enhance the understanding of bi variate statistical techniques.

PART I – BUSINESS MATHEMATICS

Unit-I

Sets and Functions: Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions , Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications.-Functions : Algebraic functions (polynomial - linear, quadratic and rational), Examples of Business Applications.- Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient.

Unit-II

Matrices and Determinants with Business application: Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrix inverse method and crammer's rule.

PART II – BUSINESS STATISTICS

Unit-III

Introduction to Statistics: Measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation - Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions - Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk

Unit-IV

Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications

Unit-V

Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression –Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method)

References:

- 1 J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,
- 2 R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", Calcutta, New Central Book Agency
- 3 S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency,
- 4 S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
- 5 S.C. Gupta, Business Statistics, Himalaya Pub House, 2008
- 6 T.N. Srivastava, Statistics for Management, TMH, 2008

23IM103	Fundamentals of Business Organization	100	4	0	0	4
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Objective:

To acquaint the students with the Principles, functions and practice of management and provide them practical exposure giving stories of success/failure businessmen.

Course Objectives:

CO1: To understand the concepts of business.

CO2: To know the responsibilities, source of finance for an Entrepreneur.

CO3: To understand various types of business.

CO4: To find out the difference between public & private companies.

CO5: To know how to commence the business.

Course Outcomes:

1. Describe the concepts of Business, Trade & Organization.
2. Understand the concept of Entrepreneurship.
3. Interpret the types of organization
4. Understand the difference between public & private company
5. Understand how to commence a business

Unit -1:

Fundamental Concepts: Business, trade, industry and commerce – Features and Functions of Business. Trade -Classification, Aids to Trade. Industry – Classification of industries – Commerce. Relationship between trade, industry and commerce –Concept of Business Organization.

Unit II:

Entrepreneur: Meaning - Characteristics of Entrepreneurs – Types of Entrepreneurs –Functions of an entrepreneur - Steps to start Enterprise. Sources of finance-Long Term, ShortTerm.

Lab Work: The students should go through and present case studies of entrepreneurs – Success and failure.

Unit – III:

Forms of Organization: Business Organization- Forms of Business Organization –Sole Proprietorship, Partnership, Joint Stock Company, Hindu undivided Family and Limited liability partnership. Factors influencing the choice of suitable form of organization. Sole Proprietorship: Meaning – Characteristics – Advantages & Disadvantages –Suitability. Partnership: Meaning – Characteristics – Kinds of partners - Registration of partnership – Partnership deed – Rights and obligations of partners. - Hindu undivided Family Business: Characteristics – Advantages and limitations.

Lab Work:

The students are expected to go through partnership deed and prepare a simple partnership deed.

Unit - IV:

Joint Stock Company-I: Meaning – Characteristics – Advantages - Kinds of Companies – Difference between private and public companies – Promotion of A Company: Stages- Promoters
–Characteristics –Registration –Capital subscription – Commencement of Business – Preparation of Important documents.

Unit V:

Joint Stock Company II- Memorandum of Association- Significance, Clauses – Articles of Association-Contents – Prospectus-Contents – Statement in lieu of Prospectus.

Lab Work:

The students are expected to know preparation of memorandum of association, articles of association and prospectus. As a group they are expected to prepare a model prospectus. The students are also expected to know the formalities of registration of a company including documents.

References:

1. Bhushan Y K: Business Organization and Management, Sultan Chand
2. RK Sharma and Shashi K.Gupta: Industrial Organization and Management, Kalyani
3. CB Gupta : Industrial Organization and Management, Sultan Chand
4. Sherlekar et al: Business Organization and Management, Himalaya
5. Maheswari, Business Organization and Management, IBH, 2011.

23IM104	Financial Accounting – I	100	4	0	0	4
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Course Objective:

CO1: To acquaint the basic knowledge of accounting concepts & conventions

CO2: To acquaint knowledge of Accounting Process.

CO3: To Gain knowledge about Depreciation Methods.

CO4: To understand about Preparation of Final Accounts.

CO5: To know and understand about various methods of Financial Analysis.

Course Outcomes:

1. Understand the various concepts & conventions of accounting.
2. Able to prepare ledger and Trail Balance of a Company.
3. Obtain knowledge about Calculation of Depreciation by using various methods.
4. Acquaint knowledge of preparation of Final Accounts of a company.
5. Understand the knowledge of analysis of the company by using financial tools.

23IM104	Financial Accounting – I	4	100
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To acquaint the students with the basics of accounting principles, maintaining accounting records, preparing the financial statements and analyzing them with different ratios.

UNIT –I

Introduction to accounting: objectives, significance and process, accounting concepts and conventions, Accounting cycle and accounting equation.

UNIT – II

Accounting system: Journal, Ledger posting, subsidiary books theory and problems, Errors and Rectification of errors in Trail balance, suspense accounting.

UNIT –III

Valuation of Fixed Assets: Depreciation of fixed assets and methods.

UNIT – IV

Final accounts: Preparation of Trading account, Profit and Loss account, problems on balance sheet with adjustments.

UNIT – V

Ratio analysis: liquidity, leverage, solvency and profitability ratios, DuPont chart a case study on ratio analysis.

References:

1. Paresh Shah: "Basic Financial Accounting for Management", Oxford University Press, New Delhi, 2012.
2. Narayana Swamy, "Financial Accounting & Analysis" PHI, 2012.
3. Aryasri: Accounting and Financial Management, McGraw-Hill, 2011.
4. V.Rajasekharam "Financial Accounting & Analysis" Pearson Education, New Delhi, 2012
5. Ranjan Kumar Bal: "Financial Accounting & Analysis", S.Chand, New Delhi, 2012
6. N.Ramachandran : "Financial Accounting & Analysis" Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
7. Ashish K .Bhattacharya "Financial Accounting & Analysis" PHI, 2012.

23IM105	Fundamentals of Computers	100	4	0	0	4
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Course Objective:

CO1: To understand the concept of input and output devices of Computers.

CO2: To understand an operating system and its working, and solve common problems related to operating systems.

CO3: To learn basic word processing, Spreadsheet and Presentation skills.

CO4: To use the Internet safely, legally, and responsibly.

CO5: To learn the fundamentals of computer Networks.

Course Outcomes:

1: Able to understand the basics of computers & devices.

2: Learner able to know the different types of operating systems.

3: Acquaint with various application software's used in day to day manner.

4: Understand the concept of E-Business.

5: Gain knowledge to equip with computer networks.

23IM105	Fundamentals of Computers	4	100
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The course is to acquaint the students with computers and its fundamentals. An Introduction to Operating System, Hardware and software. Computer languages, Computer Network, Introduction to MSOffice.

Unit I:

Introduction to Computer: Hardware: Input / output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system. Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

Unit II:

Operating Systems WINDOWS XP: Basic Operations, utilities and features. UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.). (Students should be familiar with these concepts but there will be no questions from topics)

Unit III:

Application Software (MS-Office Latest) MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects. MS PowerPoint: PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard.

Unit IV:

E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business. E-Business Models: Elements of

Business models, B2B, B2C models 10, Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment , Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce, Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI.

Unit V:

Computer Networks: Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

References:

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Pearson Education, Reprint 2009 New Delhi.
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Pearson Education Reprint 2009, New Delhi.
3. Laudon and Traver. Ecommerce: Business Technology Society, 4th Ed 2009 Pearson New Delhi.
4. Schneider, E-Commerce Strategy technology and implementation, 1st, edition, 2008, Cengage Learning, India.

23IM201	English – II	100	4	0	0	4
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Course Objective:

CO1: To acquire knowledge about the previous generation through humour

CO2: To learn to develop communication and leadership skills to serve our country and the world at large.

CO3: To learn about black holes and their impact.

CO4: To acquire knowledge about environmental problems and solutions

CO5: To learn how hard work and determination can change a person's life.

Course Outcomes:

1:The students learn about the definition, types and benefits of Communication

2:They gain awareness about Time Management and Business Etiquettes

3:They gain Knowledge of decision making and leadership skills

4:They understand thinking about logical, lateral and positive thinking skills.

5:Honesty, Positive attitude, Courtesy and other soft skills are learnt by the students.

English – II

UNIT -I

OPERATIONAL SKILLS: Different ways of communicating - (Narrative, Descriptive, Exposition, Argument) with fluency, accuracy, and formulation. Communication for influencing- Purpose of Oral communication (to interact, to inform, to find out things to influence, to regulate)Organizing a meeting. The interview with Media- (The interview itself) - Presentations (Oraland Written Writing Formal letters and Business letters - Writing Paragraphs - Note –making and information transfer - Preparation of Material: Selecting material, planning, arrangement, presentation - Project proposals: Technical reports, Project reports, Term papers, Research papers, Dissertation writing.

UNIT- II

MANAGEMENT SKILLS: Time Management -Mind& Memory Management -Motivational Skills Motivation - Importance of commitment - Showing self confidence - Achieving Success - Fashion, Strategies - Business Etiquette Training - International Business Protocol -Multi Cultural Changes - Cultural awareness - Learning about the Communication styles of various clients - Dos' & Don'ts on the telephone - Taking the leave message - Ground rules for a conference calls - Using the _mute _function Personal grooming - Punctuality, Body language-

UNIT- III

LEADERSHIP SKILLS: Quick Learning - Pro- Activeness - Decision making -Situational leadershipMotivating Employees - Paerto Analysis - Force field Analysis - PMI – plus, minus, Interest Stress - Conflict Management - Mind& Body fitness

UNIT-IV

THINKING SKILLS: Positive Thinking - Logical Thinking - Lateral Thinking - Avoiding traditional ways of looking for solutions - Using imagination to look at a problem differently - Recognize dominant Ideas - How to improve self confidence - To look failures as stepping stones - To Strengthen self esteem - Creative Thinking - Intellectual Property privileges

UNIT- V

SOCIAL SKILLS: Courtesy- Honesty- Flexibility –Adaptability Co – Operation –Positive attitude Dependability –Ability to measure – willingness to learn- Commonsense - Personal Integrity- positivework ethic Motivational Skills – Critical thinking skills - Personal Chemistry –good personal appearance –Ability to follow regulations – willingness to be accountable - Awareness of how Business works andstaying on the job until it is finished – Ability to listen and document what you have – heard.

References:

1. The 7 Habits of Highly Effective People – Stephen R. Covey
2. How to Win Friends and Influence People– Dale Carnegie
3. Developing the Leader Within You– John C. Maxwell
4. The 360 Degree Leader- John C. Maxwell

23IM202	Business Environment	4	100
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Course Objective:

- CO1: To understand the concept of concept of Business Environment at International Level.
CO2: To acquire knowledge on structure of Indian Economy and Economic reforms.
CO3: To understand about public revenue and Expenditure.
CO4: To acquire knowledge on Indian trade policy and various trade agreement.
CO5: To learn various trade agreement .

Course Outcomes:

- 1: Able to apply environment concepts at various business decisions.
- 2: Understand structure of Indian Economy and various Economic reforms .
- 3: Able to prepare Revenue and Expenditure statement.
- 4: Able to prepare various trade agreement.
- 5: Able to implement various environmental laws in business.

UNIT -I

Business Environment: Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework –NITI AYOOG and its importance.

UNIT -II

Structure of Indian economy: Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

UNIT -III

Fiscal Policy: Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – Critical analysis of the recent fiscal policy of Government of India - Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.

UNIT -IV

India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

UNIT -V

Legal Frame: special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

References:

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.

23IM203	Managerial Economics	100	4	0	0	4
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Course Objective:

CO1: To acquaint the students with concepts and techniques used in Economics and to enable them to apply the knowledge in business decisions making.

CO2: To Measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income.

CO3: To understand the different costs of production and how they affect short and long run decisions.

CO4: To understand about the determinants of cost and its concepts.

CO5: To evaluate strategies for successful selling of a product in a specific market situation.

Course Outcomes:

1: Apply economic principles to management decisions.

2: Obtain knowledge on estimating demand and forecasting of demand in the markets.

3: Acquaint knowledge on Managerial uses of Production Function, Short Run and Long Run Production Analysis.

4: Understand the cost –output relationship in the long run and short run.

5: Able to analyze the concept of price and non-price competition used by the sellers.

23IM203	Managerial Economics	4	100
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UNIT -I

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle, Risk & uncertainty.

UNIT -II

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply, Elasticity of Supply.

UNIT -III

Production Analysis: Production function, Marginal Rate of Technical Substitution, Production functions with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT -IV

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

UNIT -V

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain's limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

References

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
3. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company ltd, New Delhi-55.
4. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
5. Dwivedi D N: “**Managerial Economics**”, Vikas Publishing House Private Limited, New Delhi, 2009.
6. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
7. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.

23IM204	Financial Accounting - II	100	4	0	0	4
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Course Objective:

- CO1: To acquaint the basic knowledge of Ratio Analysis and its classification.
- CO2: To acquaint knowledge of Inventory Valuation Methods.
- CO3: To Gain knowledge about Financial Analysis with funds flow & cash flow statements.
- CO4: To understand the reporting of Financial Statements.
- CO5: To know and understand the emerging trends in Financial Reporting.

Course Outcomes:

- 1: Understand the role of culture in international business and the importance of managing cultural differences.
- 2: Obtain knowledge about communication strategy for Indian MNC/foreign MNC
- 3: Acquaint knowledge of negotiation overview with two illustrations from multicultural Contexts.
- 4: Acquaint knowledge of staffing and training for global operations, expatriates
- 5: Understand the concepts of designing the strategy for a culture change building

23IM204	Financial Accounting – II	4	100
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UNIT- I:

Features of corporate Profit and Loss A/C and Balance Sheet. Preparation of Statement of Financial Accounts for corporate and Financial Statements of Non-Profit Organizations.

UNIT- II:

Inventory Valuation: Methods of Inventory Valuation, Lower the Cost of Market (LCM), Higher the Cost of Market (HCM), Periodic Inventory System Vs. Perpetual Inventory System. Specific requirements of AS-2 issued by ICAI.

UNIT -III:

Financial Analysis with Funds Flow and Cash Flow Statements: Introduction to Funds Flow vs. Cash Flow Statements: Funds Flow Statements: concept, preparation, presentation and limitations of Funds Flow Statements, Cash Flow Statements: Concept, preparation, presentation and limitations of Cash Flow Statements, Managerial uses of Funds Flow and Cash Flow Statements.

UNIT- IV:

Financial Reports: Understanding complete set of Financial Reports: key aspects of Auditors Report and Directors Report. Global Financial Reporting: IAS, Indian GAAP, US GAAP, IFRS. Role of SEBI in Financial Reporting, Concept of window dressing and its implications on financial reporting.

UNIT -V:

Emerging dimensions in Financial Reporting: Need for voluntary disclosure.

Corporate Social Responsibility Accounting. Economic Value Added (EVA) Statements. Valuation of Intangible Assets and its impact on the Balance Sheet. Balance Score Card. Introduction to Responsibility Accounting and Accounting for Price Level Changes.

References:

1. Horngren, Sundem, Stratton, Burgstahler and Schatzberg, Introduction to Management Accounting, 14th Edition, Pearson Hall.
2. Dhanesh K Khatri, Financial Accounting, Mc Graw Hill.
3. Dr. V K Goyal, Financial Accounting, 3rd Edition, Excel Books.
4. S N Maheswari, Suneel K Maheshwari and Sharad K Maheshwari, Financial Accounting, 5th Edition, Vikas Publications.
5. Ambrish Gupta, Financial Accounting for Management an Analytical Perspective, 3rd Edition, Pearson Education.

23IM205	Organizational Communication	100	4	0	0	4
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Course Objective:

CO1: To acquaint the basic knowledge of organizational communication.

CO2: To acquaint knowledge Role of communication in Business.

CO3: To obtain knowledge about Managing Organization communication.

CO4: To understand about the Interpersonal Communication.

CO5: To know and Understand about Business Writing Skills and use of Technology in Business Communication.

Course Outcomes:

1: To understand the concepts role of communication in Business.

2: To know the models for inter personal communication.

3: To understand various gateways to effective Interpersonal communication

4: To find out the significance of business correspondence.

5: Understand the concept of preparation and organization of press report.

23IM205	Organizational Communications	4	100
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Unit- I:

Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication - Visual Communication, Audio Visual Communication – Silence.

Unit -II:

Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges. Presentation skills – techniques of presentation – types of presentation – video Conferencing and formats – interview – formal and informal – interview techniques – Communication etiquettes.

Unit -III:

Managing Organization Communication -formal and Informal Communication- Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

Unit- IV:

Managing Motivation to Influence Interpersonal Communication- Inter-Personal Perception – Role of Emotion in Inter Personal Communication – Communication styles – Barriers of Communication – Gateways to Effective Interpersonal Communication.

Unit -V:

Business Writing Skills- Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports – Preparation and organization of Press Report.

References:

1. Krizan: “Essentials of Business Communication”, Cengage Learning, New Delhi.
2. Herta A Murphy, Herber W Hildebrandt and Jane P Thomas:
“Effective BusinessCommunication”, Tata McGraw Hill Education Pvt
Ltd, New Delhi.
3. Kuberudu B and Srinivasa Krishna K: “Business Communication and Soft
Skills”, ExcelBooks, 2008.
4. Paul Turner: “Organisational Communication”, JAICO Publishing House,
New Delhi.
5. Namita Gopal: “Business Communication”, New Age International Publishers,
New Delhi, 2009.
6. Sathya Swaroop Debasish, Bhagaban Das” “Business
Communication”, PHI Private Limited, New Delhi, 2009.

III Semester 23IM301	PRINCIPLES OF MANAGEMENT	4	100
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Course Objectives:

- COB 1: To familiarize the students with the basic concepts, principles and definitions of management.
- COB 2: To facilitate students in understanding specific theories related to perception, motivation, leadership, job design, and organizational change
- COB 3: To help the student in understanding the contemporary issues in management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Interpret basic concepts and theories of management.
- CO 2: Outline plans and different organization structures
- CO 3: Classify different leadership styles in cross cultural environment.
- CO 4: Develop rationale decision making and Problem solving abilities.
- CO 5: Cite contemporary issues and approaches to management

UNIT-I:

A BRIEF HISTORY OF MANAGEMENT:

Classical Theory-Scientific Management, Administrative Theory, Behavioral Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

UNIT II

CREATIVE PROBLEM SOLVING AND DECISION MAKING:

Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze Alternatives and Select the Most Feasible, Plan, Implement the Decision and Control, Vroom's Participative Decision Making Model. Case: The Coca-Cola Company (Robert N Lussier page no: 117).

UNIT III

STRATEGIC AND OPERATIONAL PLANNING:

Developing the Mission, Analyzing the Environment, Setting Objectives, Corporate Strategies, Business Strategies, Operational Planning, Implementing and Controlling Strategies. Time Management. Case: Dunkin's Donuts.
(Robert N Lussier page no: 151)

UNIT IV

ORGANIZING AND DELEGATING WORK:

Principles of Organizing, Authority, Organizational Design, Job Design, Organizing Yourself and Delegating, Relation between Authority, Power and Influence. Leadership and Trait Theory.
Case: Steve Jobs, Apple (Robert N Lussier page no: 348).

UNIT V

COMMUNICATION AND CONTROLLING:

Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message Transmission Channels. Organizational and Functional Area Control Systems, Establishing Control Systems.

Case: Well Point (Robert N Lussier page no: 384).Case: Chen Clothes Manufacturing (Robert N Lussier page no: 488)

Reference Books:

1. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
2. Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
3. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
4. K.Anbuvelan, Principles of Management, University Science Press, 2013.
5. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
6. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.
7. Andrew DuBrin, Management Essentials, Cengage Learning, 2012.

III Semester 23IM302	COST ACCOUNTING	4	100
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Course Objectives:

- COB 1: To make the students aware of costing principles followed in business.
COB 2: To equip with the tools and techniques required for analyzing costing practices.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Describe the meaning and concepts of Cost accounting.
CO 2: Explain the concepts of Cost analysis and control.
CO 3: Distinguish Marginal Costing.
CO 4: Compare and contrast marginal costs and Break-even-analysis.
CO 5: Research on standard costing models.

UNIT-I:

INTRODUCTION TO COST ACCOUNTING:

Management accounting vs Cost accounting, role of accounting information in planning and control, cost concepts and managerial, use of classification of costs. The management process and accounting.

UNIT-II:

COST ANALYSIS AND CONTROL:

Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate and labour hour rate. Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter- process profits, costing for by-products and equivalent production.

UNIT-III:

MARGINAL COSTING:

Introduction, Application of Marginal costing in terms of cost control-Income determinants under marginal cost- Absorption Cost Vs Marginal Cost. Key or Limiting Factor.

UNIT-IV:

BREAK-EVEN-ANALYSIS:

Concept of cost-volume-profit relationship-Profit Planning – make or buy decision- Selection of suitable product mix- desired level of Profits – Determination of Breakeven point, Break- even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems.

UNIT-V:

STANDARD COSTING:

Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance and sales variance. -Inter-firm comparison.

References Books:

1. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009.
2. S.P.Jain, K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi, 2009.
- 3.M.P.Pandi Kumar: Cost and Management Accounting, Excel Books, New Delhi,2008.
4. Khan and Jain: Management Accounting, Tata MCGraw-Hill Publishing Co. New. Delhi, 2010.
- 5.Bhabatosh Banerjee: Cost Accounting, PHI Learning Private Ltd., New Delhi, 2009.
- 6.Ashish K Battacharya: Cost Accounting for Business Managers, Elsevier, NewDelhi, 2008.

III Semester 23IM303	BANKING THEORY AND PRACTICE	4	100
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Course Objectives:

- COB 1: To develop understanding of different Commercial Banking concepts.
COB 2: To enhance ability of understanding on Money Markets.
COB 3: To help in understanding of Banking Regulation Act, 1949.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Describe the meaning and concepts of Commercial Banking.
CO 2: Explain the concepts of Money Markets.
CO 3: Distinguish the concepts of regulation and innovation in banking system.
CO 4: Compare and contrast Innovations in Banking Services.
CO 5: Research on Foreign Exchanges.

UNIT-I:

COMMERCIAL BANKING- FUNCTIONS OF COMMERCIAL BANKS:

Meaning of Banking –definition, evolution of banking –structure of Indian Banking - Functions of Commercial Banks Primary and Secondary. Creation of Credit- Limitations on the Creation of Credit-Investment Policy of Commercial Banks.

UNIT-II:

MONEY MARKET:

Items Dealt with in a Money Market-Components of Money Market-Importance of Money Market-Features of a Money Market-The Indian Money Market-Indian Banking System. - Reserve Bank of India.

UNIT-III:

BANKING REGULATION ACT:

1949- Banking Regulation Act, 1949- Provisions on Capital Liquidity– Powers Assigned to the Reserve Bank of India – Nationalization of Banks in India and its Objectives- Banking Sector Reforms. - NPA-Ombudsman for Banks.

UNIT-IV:

INNOVATIONS IN BANKING SERVICE:

Innovative Banking-Social Banking-Lead Bank Scheme-Village Adoption Scheme- Differential Interest Rate Scheme-Hi-Tech Banking-Financial Services-Venture Capital Financing-Housing Finance-Hire Purchase.

UNIT-V:

FOREIGN EXCHANGE:

Foreign Exchange Market - Rate of Exchange-Exchange Rate Mechanisms. The Customer-General Relationship between Banker and Customer-Special Features of the Banker-Customer Relationship- Rights of a Customer to Charge a Bank under the Consumer Protection Act.

References Books:

1. D. Muralidharan, "Modern Banking Theory And Practice", Phi, Delhi, 2009.
2. Kc Shekhar, Lekshmy Shekhar, -Banking Theroy And Practice,, Vikas Publishing, 2013.
3. Microeconomics Of Banking By Xavier Freixas And Jean-Charles Rochet, MitPress, 2 Nd Edition, 2008.
4. Commercial Banking: The Management Of Risk By Benton E. Gup And James W. Kolari, John Wiley & Sons Inc., 3rd Edition, 2005.

III Semester 23IM304	BUSINESS LAW	4	100
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Course Objectives:

- COB 1: To create awareness on various economic and legal issues that they are expected to face as managers at the corporate level.
- COB 2: To equip with the tools and techniques of economic analysis and legal aspects for improving their decision-making skills.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe three different relationships that could be created under the law of agency.
- CO 2 : Explain about Sale of Goods Act.
- CO 3 : Distinguish Forms of Business Organizations.
- CO 4 : Compare Consumer Protection Act, 1986 and Contract of Agency.
- CO 5 : Research Negotiable Instruments Act, 1881.

UNIT-1:

IMPORTANCE OF COMMERCIAL LAW:

The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration – Free Consent – Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

UNIT-2:

CONTRACT OF AGENCY:

Meaning and Nature of Agency – Kinds of Agents – Creation of Agency- Duties and Rights of Principal – Duties and Rights Agents Principal's Liability for the Acts of the Agent- Personal Liability of Agent – Termination of Agency.

UNIT 3

CONSUMER PROTECTION ACT, 2019:

Introduction to Act – Consumer Right – Machinery for Redressal of Consumer Grievances.- Information Technology Act, 2021-. Essential commodities act 2020

UNIT-4:

SALE OF GOODS ACT, 1963:

Introduction to Act – Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale – Transfer of Ownership – Rights of an Unpaid Seller.

UNIT-5:

NEGOTIABLE INSTRUMENTS ACT, 1881:

Characteristics of Negotiable Instruments –Kinds of a Negotiable Instrument – Endorsement
–Presentation of Negotiable Instrument – Discharge of a Negotiable Instrument.

Reference Books:

1. Ravindra Kumar: Legal Aspects of Business, Cengage learning, New Delhi, 2009.
2. Pathak: Legal Aspects of Business, Tata McGraw Hill, New Delhi, 2010.
3. S.N.Maheshwari, S.K.Maheshwari: A Manual of Business Laws, Himalaya Publishing House, Mumbai, 2009.
4. N.D.Kapoor: Business Law, Sultan Chand, New Delhi.
5. Chandra Bose: Business Law, PHI Learning, New Delhi, 2010.
6. S.S Gulshan: Business Law, Excel Books, New Delhi, 2010

III Semester 23IM305	ENTREPRENEURSHIP DEVELOPMENT	4	100
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Course Objectives:

- COB 1: To make aware of the various concepts of entrepreneurship.
- COB 2: To help in understanding the importance entrepreneurship development.
- COB 3: To help in analyzing the role of entrepreneurship in economic development.
- COB 4: To help in preparing report for business ventures.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concepts of entrepreneurship development.
- CO 2 : Explain the importance of training in Entrepreneurship development.
- CO 3 : Distinguish between planning and evaluation of projects.
- CO 4 : Compare and contrast Small and Micro Enterprises.
- CO 5 : Research on Institutional Support to Entrepreneur and MSMEs.

UNIT-I:

ENTREPRENEURSHIP:

Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

UNIT-II:

TRAINING:

Designing Appropriate Training , Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes E- business Ventures; New Venture Management – Emerging Trends.

UNIT-III:

PLANNING AND EVALUATION OF PROJECTS:

Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

UNIT-IV:

SMALL AND MICRO ENTERPRISES:

Importance, definitions – policies and their support to MSMEs - growth and growth strategies –sickness in small business and remedies – small entrepreneurs in international business.

UNIT-V:**INSTITUTIONAL SUPPORT TO ENTREPRENEUR AND MSMES:**

Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions - Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

Reference Books:

Arya Kumar: -Entrepreneurship, Pearson, Publishing House, New Delhi, 2012.

VSP Rao, Kuratko: -Entrepreneurship, Cengage Learning, New Delhi.

K.Ramachandran: —Entrepreneurship Development, TMH, New Delhi, 2012.

B.Janakiram, M Rizwana: —Entrepreneurship Development, Excel Books, New Delhi, 2011.

Rajeev Roy: -Entrepreneurship, Oxford University Press, New Delhi, 2012.

P.C.Shejwalkar: —Entrepreneurship Development, Everest Publishing House, New Delhi, 2011.

IV Semester 23IM401	ORGANIZATIONAL BEHAVIOR	4	100
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Course Objectives:

- COB 1: To sensitize on the various psychological aspects concerning the functioning of business enterprises.
- COB 2: To familiarize on the importance of behavioral aspects and their importance in organizations.
- COB 3: To equip with the necessary knowledge on behavioral aspects.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Identify the basic concepts of organizational behavior.
- CO 2 : Enumerate the importance of leadership, attitude and values in organization.
- CO 3 : Develop his personality, decision making abilities and interpersonal communication skills.
- CO 4 : Generalize organizational culture and development.

UNIT-I:

INTRODUCTION - NATURE AND SCOPE: linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior-Perception: nature - Process – Motivation – Concepts - Theories - Leadership Theories. Attitudes and Values.

UNIT-II:

PERSONALITY DEVELOPMENT:

Nature - Stages, Determinants of Personality, - Johari Window -Transactional Analysis, Learning Processes – theories.

UNIT-III:

DECISION MAKING PROCESS:

Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.

UNIT-IV:

INTER-PERSONAL COMMUNICATION:

Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

UNIT-V:

ORGANIZATIONAL DEVELOPMENT:

Goals, processes, change – resistance to change – Nature of OD - interventions, OD techniques and OD applications.

Reference Books:

1. K.Aswathappa: —Organizational Behavior-Text, Cases and Games, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: —Organizational Behavior, Tata McGraw Hill Education, New Delhi, 2008.
3. Jerald Greenberg and Robert A Baron: –Behavior in Organizations, PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai: –Understanding Organizational Behavior, Oxford University Press, New Delhi, 2007.
5. Jai B.P.Sinha: –Culture and Organizational Behavior, Sage Publication India Private Limited, New Delhi, 2008.
6. Sharma VS, Veluri: –Organizational Behavior, JAICO Publishing House, New Delhi, 2009.
7. Slocum, n Helireigel: –Fundamentals of Organizational Behavior, Cengage Learning India, New Delhi, 2009.
8. Jennifer M.George and Gareth R. Jones: –Understanding and Managing Organizational Behavior, Pearson Education, New Delhi, 2009.
9. Schermerhorn, Hunt and Osborn: —Organizational Behavior, Wiley India Limited, New Delhi, 2007.
10. Gregory Moor head, Ricky W. Grif fin: –Organizational Behavior, Biztantra, New Delhi, 2009.

IV Semester 23IM402	MANAGEMENT ACCOUNTING	4	100
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Course Objectives:

- COB 1: To acquaint with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making
- COB 2: To familiarize with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- COB 3: To familiarize with tools and techniques which help in management planning and control systems.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Prepare independently different accounting statements.
- CO 2 : Prepare and analyze financial statement and reports independently.
- CO 3 : Analyze cost accounting concepts.
- CO 4 : Interpret Cost behavior and Decision making methods.

UNIT-I:

INTRODUCTION TO MANAGEMENT ACCOUNTING:

Introduction to management accounting- Need- Importance –Objectives –Role of management accounting in planning and control-.Marginal costing in short term decisions. (Make or buy decision, selling price decision, product mix, key factor) The management process and accounting.

UNIT-II:

MIS AND REPORTING:

Essentials of an Ideal Report- General Principles of Good Reporting-Methods of Reporting- Types of Reports- MIS- Reporting Needs of Different Management levels - Theoretical Questions- Reconciliation and Integration of Financial and Cost Accounts- Need of Reconciliation- Method of Reconciliation.

UNIT-III:

RESPONSIBILITY ACCOUNTING:

Definition- Steps- Responsibility Centers- Revenue Centre- Profit Centre- Investment Centre- Advantages of Responsibility Accounting- Cost Centres Vs. Responsibility Centres - Transfer Prices- Price Level Accounting- Current Purchasing Power Method- Methods of Accounting for Changing Prices- Working Capital Adjustments- Merits of Inflation Account.

UNIT-IV:

BUDGETARY CONTROL:

Budget, budgetary control, steps in budgetary control, Fixed vs Flexible budgets, different types of budgets: sales budget, cash budget, production budget, master budget, budget reports for management control. Zero based budgeting.

UNIT-V:

MANAGEMENT AUDIT: Definition- Objectives of Management Audit- Difference between Financial Audit and Management Audit- Need for Management Audit- Conducting Management Audit.

Reference Books:

1. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009.
2. S.P.Jain, K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi, 2009.
5. M.P.Pandi Kumar: Cost and Management Accounting, Excel Books, New Delhi, 2008.
6. Colling Drury; Management and Cost Accounting, Cengage learning, Hyderabad, 2009.
7. Khan and Jain: Management Accounting, Tata McGraw-Hill Publishing Co. New Delhi, 2010.
8. Horngren, Sundem, Strattom: Introduction to Management, Accounting, Pearson, Secundrabad, 2010.

IV Semester 23IM403	COMPANY LAW	4	100
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Course Objectives:

COB 1: To make the students aware of difference between private and public company.

COB 2: To help in understanding different concepts on formation of a company.

Course Outcomes:

At the end of this course students will be able to:

CO 1 : Describe types of companies.

CO 2 : Explain various clauses of companies' act 2013.

CO 3 : Distinguish duties and liabilities of promoters.

CO 4 : Compare and contrast duties of Directors and independent Directors.

CO 5 : Research on procedures and powers of liquidators.

UNIT – I:

MEANING OF COMPANY:

Features, advantages and disadvantages, types of companies, distinguish between private and public ltd company.

UNIT – II:

FORMATION OF A COMPANY:

Stages in formation of company, memorandum and articles of association, doctrine ultra vires and indoor management -various clauses of companies act 2013

UNIT – III:

PROSPECTUS:

Issues, contents, promoters, types of promoters, promoter's position, duties and liabilities.

UNIT – IV:

DIRECTORS:

Meaning and types of directors, Director identification number (DIN), Appointment, qualification renewal, recognition, power and duties-meetings, annual general meeting, statutory meeting, role of directors, independent directors and Corporate Governance.

UNIT – V:

WINDING UP OF A COMPANY:

Types, procedure-powers of liquidator, voluntary winding up by member and creditors winding up subject to supervision of court.

Reference Books:

1. N.D. Kapoor, Company Law.
2. Company Law by Tandom M.P, Allahabad Law Agency, Allahabad.

IV Semester 23IM404	GST (Goods and Services Taxes)	4	100
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Course Objectives:

- COB 1: To create awareness on various concepts of Direct and Indirect Taxes
- COB 2: To help in understanding the importance of GST India
- COB 3: To help in analyzing the role of Tax in economic development
- COB 4: To help in understanding THR Tax invoice,time of supply of Goods & Services and GST Returns..

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concepts of Direct and Indirect Taxes.
- CO 2 : Able to Explain about issues in GST .
- CO 3 : Acquient knowledge on GST Tax rates
- CO 4 : Able to prepare tax invoice.
- CO 5 : Able to preparation of GSRT Returns.

UNIT – I:

Taxation: meaning of Tax,Taxation-types of tax-Income Tax,Corporate Taxation, GST and customs-difference between Direct and Indirect Tax-objectives of Tax concerned authorities-Central Board of Direct Taxes(CBDT) and Central Board of Indirect Taxes and Customs(CBIC).

UNIT – II:

Introduction to GST: Overview of GST-taxes subsumed under GST-GST Council-structure of GST Model in India. Single,Dual GST Rates-Tax Exempted from GST-Taxes and Duties outside the purview of GST-Taxation of services.

UNIT – III:

Tax invoice: Bill of supply –Transactions covered under GST-Composition scheme-Reverse charge Mechanism- Composite supply- Mixed supply.

UNIT – IV:

Time of supply of Goods &Services: Value of supply payment of Taxes-Input tax credit-Distribution of credit-Availability of credit in special circumstances-Cross Utilization of ITC between the cetral GST and State GST.

UNIT – V: GST Returns: Regular,Monthly returns and Annual returns for composition scheme-Generation of returns-GSTR-1,GSTR-2,GSTR-4,GSTR-9GSTR-3B.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Bhagawati Prasad, Direct Taxes Law and Practice Wishwa Prakashan, New Delhi.
2. Dinkar parage, Direct Taxes, Sultan Chand and Sons, New Delhi.
3. T.S.Reddy and Dr.Hari Prasad Reddy, Business Taxation(Goods and Services Taxes), Margham Publication
4. Theory&Pratice of GST, Srivathsala, Himalaya Publishing HOUSE.
5. GST Bill 2012.

IV Semester 23IM405	MANAGEMENT INFORMATION SYSTEM	4	100
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Course Objectives:

- COB 1: To acquaint the students with the application of computers in understanding latest trends in information technology.
- COB 2: To provide an orientation about the increasing role of management information system in managerial decision making with the help of computers.
- COB 3: To make students understand how information is processed, stored and utilized.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Cite various software's used in management of IS.
- CO 2 : Develop different models of IS.
- CO 3 : Use different data presentation techniques and IS Models.
- CO 4 : Sketch IS Security and IS Planning.

UNIT – I:

FOUNDATIONS OF IS IN BUSINESS:

Managing the digital firm, Conceptual foundations, Perspectives on IS, Phases in building and maintaining IS, obstacles of applying IT.

UNIT – II:

TYPES OF IS:

Office Automation System, Communication systems, Transaction processing systems, knowledge work systems, Management and Executive information systems, Decision support systems(Artificial intelligence, and intelligent techniques, intelligent agents).

UNIT – III:

IS MODELS:

Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl's Multiple Methodology, CSFs, Soft Systems Methodology, Socio-Technical Systems Approach (Mumford).

UNIT – IV:

IS PLANNING:

The process of IS planning, Strategic alignment of business and IT, Building and maintaining IS– Alternative approaches for building information systems.

UNIT – V:

IS SECURITY:

Control and Audit: System vulnerability and abuse, business value of security and control, threat of project failure, threat of computer crime, methods of minimizing risks, IS Audit, ensuring system quality.

Reference Books:

1. Kenneth C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e,Pearson Education, 2005.
2. Steven Alter: Information Systems, Pearson, 3/e, 2002.
3. Gordon B. Davis & Margrethe H.Olson: Management Information Systems, TMH, 2002.
4. W S Jawadekar: Management Information Systems, 2/e, TMH, New Delhi, 2002.
5. James A. Obrein: Management Information Systems, TMH, 10/e, 2004.
6. Gerald V.Post, David L Anderson: Management Information Systems, Irvin McGraw Hill,2003.

V Semester 23IM501	FINANCIAL ANAGEMENT	4	100
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Course Objectives:

- COB 1: To acquaint with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making.
- COB 2: To familiarize with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements?
- COB 3: To familiarize with basic principles, tools and techniques of financial management.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Illustrate concepts of financial management.
- CO 2 : Interpret financial and Investment decisions in organizations.
- CO 3 : Cite different dividend policies in Indian corporate sector.
- CO 4 : Choose the appropriate techniques in inventory management.

UNIT-I

FINANCIAL MANAGEMENT:

Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT-II

FINANCING DECISION:

Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT-III

INVESTMENT DECISION:

Concept of Time Value of money – Techniques of Time Value of Money - Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process– Techniques of Investment Appraisal – Payback period, Accounting Rate of Return , Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

UNIT-IV

DIVIDEND DECISION:

Meaning and Significance – Major forms of dividends – Theories of Dividends - Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares – Stock Splits – Dividend policies of Indian Corporate.

UNIT-V

LIQUIDITY DECISION:

Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement– Cash Management Models –Accounts Receivables –Credit Policies –Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: —Financial Management, Himalaya Publishing House, New Delhi, 2013.
2. Rajiv Srivastava, Anil Misra: —Financial Management, Oxford University Press, New Delhi, 2012.
3. Brigham, E.F: —Financial Management Theory and Practice, Cengage Learning, New Delhi, 2013.
4. Prasanna Chandra: —Financial Management Theory and Practice, Tata McGraw Hill 2011.
5. I.M. Pandey: —Financial Management, Vikas Publishers, New Delhi, 2013.
6. R.M. Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi, 2013.

V Semester 23IM502	MARKETING MANAGEMENT	4	100
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Course Objectives:

- COB 1: To acquaint with concepts of marketing.
- COB 2: To familiarize and equip with the concepts of Planning, designing and implementing marketing strategies to achieve the long-term objectives.
- COB 3: To familiarize with basic changes in marketing and e-marketing

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Interpret basic concepts of marketing.
- CO 2 : Classify markets into segments and known how to target a market.
- CO 3 : Apply different pricing strategies
- CO 4 : Analyze communication process and control activities in marketing.

UNIT-I

INTRODUCTION TO MARKETING:

Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

UNIT-II

MARKET SEGMENTATION AND TARGETING:

Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

UNIT-III

PRICING STRATEGY:

Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

UNIT-IV

MARKETING COMMUNICATION:

Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

UNIT-V

MARKETING ORGANIZATION AND CONTROL:

Evolution of Marketing Department - Organizing the Marketing Department-Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Lamb, Hair, Sharma: -MKTG|| Cengage Learning, New Delhi, 2013.
2. Phillip Kotler: —Marketing Management –, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: —Marketing Management||, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: -Case Studies in Marketing||, PHI Learning, New Delhi, 2012.
5. Tapan K Pand: -Marketing Management||, Excel Books, New Delhi, 2012.
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K:
—Marketing||, Oxford University Press, Chennai, 2013.

V Semester 23IM503	HUMAN RESOURCE MANAGEMENT	4	100
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Course Objectives:

- COB 1: To acquaint with a broad perspective on themes and issues of Human Resource Management.
- COB 2: To familiarize with relevance and application of HRM practices in the Indian perspective.
- COB 3: To familiarize and to build up and refine decision making skills.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Cite evolution and emerging trends of HRM.
- CO 2 : Critically analyze HRD concepts.
- CO 3 : List different appraisal and wage payment systems.
- CO 4 : Evaluate incentive payment system and welfare measures given to employees.
- CO 5 : Interpret industrial relations in organization.

UNIT-I

HRM:

Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM. HRIS.

UNIT-II

INVESTMENT PERSPECTIVES OF HRM:

HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

UNIT-III

PERFORMANCE APPRAISAL:

Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

UNIT-IV

WAGE AND SALARY ADMINISTRATION:

Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems.

Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms.

UNIT-V

MANAGING INDUSTRIAL RELATIONS:

Trade Unions - Employee Participation Schemes-Collective Bargaining– Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. K Aswathappa: —Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, 2013.
2. N.Sambasiva Rao and Dr. Nirmal Kumar: —Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy: —Human Resource Management: A South-Asian Perspective, Cengage Learning, New Delhi, 2013.
4. Subba Rao P: —Personnel and Human Resource Management-Text and Cases, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zaidi: —Human Resource Management, Excel Books, New Delhi, 2010.

V Semester 23IM504	OPERATIONS MANAGEMENT	4	100
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Course Objectives:

- COB 1: To help in learning the basic methodology of understanding the needs and techniques of different production terminologies
- COB 2: To familiarize with tools and techniques of production management.
- COB 3: To familiarize with basic changes in production techniques.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Interpret basic concepts of production and operation management
- CO 2 : Outline production planning and control activities in production.
- CO 3 : Sketch quality control charts and know how to manage work environment.
- CO 4 : Identify different concepts and dimensions of quality
- CO 5 : Classify stock in stores by using different inventory methods

UNIT-I

INTRODUCTION:

Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

UNIT-II

PRODUCTION PLANNING AND CONTROL:

Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement Work Sampling.

UNIT-III

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 - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

UNIT-IV

QUALITY IMPROVEMENT:

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT-V

STORES MANAGEMENT:

Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Panner Selvem: –Production and Operation Management, Prentice Hall of India, NewDelhi,2012.
2. K.Aswathappa, K. Shridhara: —Production & Operation Management,Himalaya Publishing House, New Delhi,2012.
3. Ajay K Garg: –Production and Operation Management, TMH, NewDelhi,2012.
4. Deepak Kumar Battacharya: –Production & Operation Management, University Press, New Delhi,2012.
5. Alan Muhlemann, John Oakland, jasti Katyayani: –Production and Operation Management, Pearson, New Delhi,2013.

V Semester 23IM505	BUSINESS RESEARCH METHODOLOGY	4	100
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Course Objectives:

- COB 1: To acquaint the students with concepts and theoretical and practical base for a research project
- COB 2: To familiarize the student with significant tools and techniques of quantitative techniques, which are useful in the decision making.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Formulate and test hypotheses.
- CO 2 : Classify data and use different sampling techniques.
- CO 3 : Prepare and Present of Research Report.
- CO 4 : Knowledge in statistical inference.
- CO 5 : Use of Non Parametric statistical methods.

UNIT-I

INTRODUCTION:

Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

UNIT-II

DATA BASE:

Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non- random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT-III

SURVEY RESEARCH AND DATA ANALYSIS:

Media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, thenature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

UNIT-IV

STATISTICAL INFERENCE

Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for large samples, Z –Test for single proportion, Z –Test for two proportion. Test of significance for small samples application, t-test, Chi Square test. ANOVA-one way and two way

UNIT-V

NON PARAMETRIC TESTS

Introduction –assumptions-advantages and disadvantages- test for randomness-ordinary sign test- Wilcoxon signed rank test- two sample test- Wald –Walfowitz run test – Median Test and Sign Test.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Navdeep and Guptha: —Statistical Techniques & Research Methodology, KalyaniPublishers.
2. Willam G.Zikmund, Adhkari: —Business Research Methods, Cengage Learning, NewDelhi,2013.
3. S.Shajahan: —Research Methods for management, JAICO Publishing House, NewDelhi, 2009.
4. UWE FLICK: -Introducing Research Methodology, SAGE, NewDelhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: —Business Research Methods, 9/e, TataMCGraw Hill, New Delhi.
6. M.V.Kulkarni: -Research Methodology, Everest Publishing House, New Delhi,2010.

VI Semester 23IM601	OPERATIONS RESEARCH	4	100
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Course objectives

- COB 1: To use mathematical techniques to obtain the best possible solution to problems involving limited resources
- COB 2: To make familiarize with principles and techniques of Operations Research and their applications in decision-making.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Identify and develop operational research models from the verbal description of the real system.
- CO 2 : Select the mathematical tools that are needed to solve optimization problems.
- CO 3 : Use mathematical software to solve the proposed models.
- CO 4 : Apply network models.
- CO 5 : Determine Dynamic Programming Models.

UNIT-I

OVERVIEW OF OPERATIONS RESEARCH:

OR models, OR techniques Linear Programming: introduction, graphical solution, graphical sensitivity analysis, standard form of linear programming problems, basic feasible solutions, unrestricted variables, simplex algorithms, artificial variables, big M and two phase method, degeneracy, alternative optima, unbounded solutions, infeasible solutions.

UNIT-II

DUAL PROBLEMS:

Relation between primal and dual problems- dual simplex method- integer programming- branch and bound algorithms cutting plane algorithm.

UNIT-III

TRANSPORTATION MODEL:

Starting solutions- northwest corner rule- lowest cost method- Vogels approximation method- transportation algorithms- assignment problem- Hungarian method.

UNIT-IV

NETWORK MODELS, PROJECT SCHEDULING:

CPM and PERT – Rules of Network- Constructions of Network- Time Analysis- Critical Path Method- PERT Procedure- Cost Consideration in PERT/CPM.

UNIT-V

Dynamic Programming: Introduction- Decision Tree Bellman's Principle of Optimality- Game Theory- Introduction- Definition- Pay-off- Types of Games- Maximin- Minimax Principle.

Reference Books:

1. Operations Research, An Introduction: Hamdy A Taha, Maxwell Macmillan International Edition, New York, 1992.
2. Introductions to operations Research by Hillier/Lieberman, Tata McGrawHill.
3. Operations Research by R.Panneerselvan, prentice Hall of India.

VI Semester 23IM602	INTERNATIONAL BUSINESS	4	100
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Course Objectives:

- COB 1: To acquaint with concepts of& theory on international business.
- COB 2: To familiarize with foreign exchange markets.
- COB 3: To help in understanding problems of MNC's and liquidity problems.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Explain significance of international business.
- CO 2 : Restate role of balance of payments.
- CO 3 : Articulate foreign exchange market mechanisms.
- CO 4 : Extend the role of Multinational corporations.
- CO 5 : Review the problems of international liquidity.

UNIT-I

International Business: Significance, Free Trade vs. Protection. Emerging Trends, TradeBarriers Trade Strategies.

UNIT-II

Foreign Direct Investments: Introduction to FDI-Objectives – Reasons – determinants -Theories - Recent Trends –FDI in Indian major sectors.

UNIT-III

Foreign Exchange Markets: Foreign Exchange Market Mechanism; Exchange Rate Determination, Convertibility of Rupee and its Implications.

UNIT-IV

Globalization: Role of Multinational Corporations – Impact on India – Role of GDRs, FIIs -Export Promotion Zones – Special Economic Zones.

UNIT-V

International Liquidity: Problems of Liquidity; Role of IMF and IBRD in Managing International Liquidity Problems.

Reference Books:

1. Crinkota, Ronkainen and Moffett, International Business, Cengage, New Delhi.
2. Andrew Harrison – International Business, Oxford University Press.
3. E. Bhattacharya: International Business, Excel Publications.
4. Francis Cherunilam, International Business: Text and Cases, Prentice Hall of India.
5. Sundaram & Black, International Business Environment – The Text and Cases,Prentice Hall of India.

VI Semester 23IM603	STRATEGIC MANAGEMENT	4	100
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Course Objectives:

- COB 1: To familiarize with the Corporate, Business and Functional Strategies.
- COB 2: To facilitate in understanding methods and tools which are used in the strategy formulation and implementation processes.
- COB 3: To help in understanding and identify the business situations in which they can be applied most effective.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Determine the meaning of Vision and Mission statements of organizations.
- CO 2 : Outline environmental scanning process, strategic leadership and strategic analysis and choice.
- CO 3 : Correlate strategy formulation with developments in markets.
- CO 4 : Determine the factors necessary for strategy implementation.
- CO 5 : Focus on qualitative and quantitative measures used in strategic control.

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 – Crafting a strategy.

UNIT-II

Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model.

UNIT-III

Strategy Formulation: Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies.

UNIT-IV

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy- Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

Unit – V

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

Reference Books:

1. Vijaya Kumar P, Hitt A: Strategic Management, Cengage learning, New Delhi, 2010.
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009.
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009.
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, NewDelhi, 2009.
5. P.Subba Rao: Business Policy and Strategic Management, Himalaya PublishingHouse, New Delhi, 2010.

VI Semester 23IM604	DECISION SUPPORT SYSTEMS	4	100
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Course Objectives:

- COB 1: To familiarize with the role of MIS and its role in organizations.
- COB 2: To help in understanding deterministic models and applications of DSS.
- COB 3: To acquaint with the latest developments in DSS.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Determine the role of MIS in organization.
- CO 2: Judge the models required to cope with uncertainty.
- CO 3: Articulate the applications of DSS.
- CO 4: Restate Non-Optimizing models.
- CO 5: Construct a DSS checking its technical feasibility and financial viability.

UNIT-I

MIS And It's Role In Organizations Open-Systems and Closed Systems D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

Reference Books:

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

VI Semester 23IM605	Summer Internship (6 Weeks)	4	100
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