

**SATAVAHANA UNIVERSITY
KARIMNAGAR**

**Department of
Business Management**

**REVISED
MBA Syllabus
(w.e.f 2021-2022)**

REGULATION-21

SEMESTER I

S.No.	SUBJECT CODE	SUBJECT	University Exam	Internal Exam	TOTAL	CREDITS
1	101	MANAGEMENT AND ORG.THEORY	80	20	100	4
2	102	BUSINESS ENVIRONMENT	80	20	100	4
3	103	MANAGERIAL ECONOMICS	80	20	100	4
4	104	ACCOUNTING FOR MANAGERS	80	20	100	4
5	105	CORPORATE LAWS(N)	80	20	100	4
6	106	STATISTICS FOR MANAGEMENT	80	20	100	4
7	107	INFORMATION TECHNOLOGY FOR MANAGERS	60	20	80	4
8	107a	I.T.LAB	20		20	2
					TOTAL CREDITS	30

SEMESTER II

S.No.	SUBJECT CODE	SUBJECT	University Exam	Internal Exam	TOTAL	CREDITS
1	201	HUMAN RESOURCE MANAGEMENT	80	20	100	4
2	202	MARKETING MANAGEMENT	80	20	100	4
3	203	FINANCIAL MANAGEMENT	80	20	100	4
4	204	MANAGEMENT ACCOUNTING	80	20	100	4
5	205	MANAGERIAL COMMUNICATIONS	80	20	100	4
6	206	OPERATIONS RESEARCH	80	20	100	4
7	207	BUSINESS RESEARCH METHODS	80	20	100	4
8		VIVA VOCE	50		50	2
					TOTAL CREDITS	30

SEMESTER III

S.No.	SUBJECT CODE	SUBJECT	University Exam	Internal Exam	TOTAL	CREDITS
1	301	ORGANIZATIONAL BEHAVIOUR	80	20	100	4
2	302	OPERATIONS MANAGEMENT	80	20	100	4
3	303	STRATEGIC MANAGEMENT	80	20	100	4
4	304	LOGISTICS & SCM	80	20	100	4
5	311/321/331/341	ELECTIVE I	80	20	100	4
6	312/322/332/342	ELECTIVE II	80	20	100	4
7	313/323/333/343	ELECTIVE III	80	20	100	4
					TOTAL CREDITS	28

SEMESTER IV

S.No.	SUBJECT CODE	SUBJECT	University Exam	Internal Exam	TOTAL	CREDITS
1	401	PAPER I	80	20	100	4
2	402	PAPER II	80	20	100	4
3	403	PAPER III	80	20	100	4
4	404	PAPER IV	80	20	100	4
5	411/421/431/441	ELECTIVE I	80	20	100	4
6	412/422/432/442	ELECTIVE II	80	20	100	4
7	413/423/433/443	ELECTIVE III	80	20	100	4
8		PROJECT REPORT	100		100	4
9		VIVA VOCE	50		50	2
					TOTAL CREDITS	34

TOTAL CREDITS: 30+30+28+34 = 122

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SEMESTER - I

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MBA SEMESTER I

Marks Distribution:20 +80

101. MANAGEMENT AND ORGANISATION THEORY

Learning Objectives:

1. To introduce the concepts of organisation and management
2. To ensure the understanding of different principles, functions and process of Management

Unit I: Introduction to Organisation and Management:

Organisation: - Definition and nature of organisations – characteristics- Types of organisations: Formal and informal - **Management:** Definition and Characteristics. Management as an Art, Science and Profession. Concept of efficiency and effectiveness – **Functions of Management:** Planning, Organizing, Staffing, Leading, and controlling – Approaches: An Overview of Classical, Human Relations and Systems Approaches- Fayol's Principles of Management.

Unit II: Planning and Decision Making:

Types of Plans – MBO - **Decision Making:** Decision Making Process, Types of Decisions - **Decision Making Models:** Classical, Administrative and Political - **Group Decision Making** Techniques: Brain Storming, Delphi, Nominal Group Technique, Lotus Blossom Technique

Unit III: Organizing:

Departmentation: Product, Functional, Matrix and other bases for Departmentation, Team based, Virtual, Boundary-less and Learning Organization - Authority and Responsibility: Bases for authority, power and responsibility, distinctions - **Delegation and Decentralization:** Concept, Barriers and Overcoming barriers to delegation, factors pointing to decentralization - Span of Management: Factors influencing Span, Span and Organisation Structure - Line and Staff: Concepts and conflicts, resolution of conflicts.

Unit IV: Leadership and Controlling:

Direction: Elements - **Motivation:** Nature of Motivation, motivators, financial and non-financial.- Leadership: Nature, Trait and Charismatic approach, leadership styles, Ohio and Michigan studies, Managerial Grid – **Communication:** Process, types and barriers. – **Coordination:** Nature, methods and techniques. – **Controlling:** Control process, types-Problems, Requisites of Good Control System.

Unit V: International Management:

International Management: Challenges of present-day management- Factors influencing International Management-**International Organisational design:** Organisational structures in international organisations. - Leadership in international organisations: Leadership traits and preferences in international organisations. - **Communication in international organisations:** Common in International Organisations.

Suggested Readings

1. Wehrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Cullen B John and Praveen K Parboteeah, 2005, International Management: A Strategic Perspective, Cengage Learning India Private Limited, New Delhi.

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MBA SEMESTER I

Marks Distribution:20 +80

102. BUSINESS ENVIRONMENT

Learning Objectives:

1. To understand the nature of business and the influence of the environment;
2. To explain the influence of the various factors on business;
3. To enable the students to understand business from the global perspective
4. To understand the symbiotic relationship between business and its environment.

Unit I – Business and its Environment

Concept of Business Environment – **Characteristics of Business Environment** – Significance – **Environmental Scanning** – Process – Techniques of Environmental Scanning – Practices of Environmental Scanning.

Unit II – Economic Environment

Economic Systems – Nature and significance of Economic Systems -Fiscal and Monetary Policy - **Role of Public Sector** – Privatization and Disinvestment - Nature and Objectives - **Globalization** – Nature and Rationale – Multinational Corporations – MNE's and life cycle of product- **WTO** – **International Economic Institutions** - **Agencies and Agreements** - Regional Trading Arrangement - The European Union and NAFTA – IMF, ILO.

Unit III – Political, Social & Cultural Environment –

Political Institutions – Legislature, Executive, Judiciary and Judicial Activism – **Culture and Business Ethics** – Social Responsibility of Business – Nature, Models and Strategies – **Corporate Governance & Corporate Social Responsibility** – Social Audit – Ecology and Business – Nature of Physical Environment – Impact on Business.

UNIT - IV: The Structure and Strategy of International Business Environment

An overview of international business environment - **Entry strategy and Strategic Alliances** - International Business strategies of the firm, profiting from global expansion. - **strategic choices** - The organization of international business - control systems and incentives - **Theory of global competitiveness alignment**, mapping competitiveness shifts.

UNIT-V: Functional Operations Management

International Marketing Strategy - International HR management strategy - International Operations Management Strategy -International Financial Management Strategy - Global Standard Quality Management - **Porter's model of competitive advantage** - **The 10-P model of global strategic management** - A Global perspective on corporate governance mechanisms.

Suggested Readings

1. Aswathappa : Essentials of Business Environment, Himalaya Publishing House.
2. Justin Paul: Business Environment-Text and Cases, The McGrawHill.
1. Misra & Puri: Economic Environment of Business, Himalaya Publishing House.
2. Mathew: Business Environment, RBSA Publications.
3. Adhikary: Economic Environment of Business, RBSA Publications.

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MBA SEMESTER I

Marks Distribution:20 +80

103. MANAGERIAL ECONOMICS

Learning Objectives:

1. To highlight the significance of Managerial Economics in Business Management & Managerial Decision Making;
2. To outline the basic tools and techniques of economic analysis useful for business decisions;
3. To explain different types of competitive situations of a business firm in the market for gaining competitive advantage; and

Unit I-Introduction

Nature, Scope and Significance of Managerial Economics- Tools and Techniques of Analysis- **Theory of Firm-** Alternatives- Objectives of Firm- Functions of Managerial Economist in Business Firm- Impact of Information Technology on Managerial Economics- **Economic factors influencing and decision making.**

Unit II- Demand Analysis

Demand Analysis- Significance- **Demand Functions-** Law of Demand- Elasticity of Demand- Supply Analysis, Supply function, Elasticity of Supply- Significance of Elasticity Demand in Pricing Decision- Demand Forecasting- **Techniques of Demand Forecasting,** Supply Function, Elasticity of Supply, Significance of Supply Elasticity. (Simple Problems).

Unit III- Cost and Production Analysis

Cost Analysis- Types of Costs and their impact on Management- Behaviour of Short run Average Cost Curves (SAC)- Behaviour of Long run Average Cost Curve (LAC)- Cost - Production function- **Types of Production Function,** Linear, Quadratic, Cubic, Power and Cobb-Douglas- **Managerial uses of Cost and Production function**(Simple Problems).

Unit IV- Market Analysis

Structure of Competition- Features of Perfect Competition- Types of Imperfect Competition- **Features of Monopoly-** Negative consequences of Monopoly- **Oligopoly Competition-** Monopolistic Competition- Price and Output in different competitive situations-Pricing Method Dual Pricing- **Administered Price-** Subsidies- **Trend towards Monopolistic Competition-** Emerging scenario of Oligopoly Competition with mergers and Acquisitions in National and International Markets (M & A).

Unit V- Profit Analysis

Profit Analysis- Nature, Significance and **Theories of Profits-** Functions of Profit- **-Profit-earning Vs Profitteering-** Profits for Control- Profit Performance Chart- Du Pont Control Chart- Profit Policies- **National Income concepts,** Business Cycles.

Suggested Readings

1. Varshney & Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
2. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
Joel Dean: Managerial Economics, Prentice Hall, New Delhi.
3. Mote, Paul & Gupta: Managerial Economics- Concepts and Cases, McGraw Hill, New Delhi.

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MBA SEMESTER I	Marks Distribution:20 +80
104. ACCOUNTING FOR MANAGERS	

Learning Objectives:

1. To provide Basic understanding about Accounting Process; and
2. To expose to latest trends in Corporate Accounting Practices.

Unit I

Accounting and Economic Decisions- Processing Transactions-**Accounting Cycle**-Journal Ledger-Trial Balance- **Accounting for Merchandising Transactions-** Internal Control Systems relating to Cash and Receivables- **Basic Accounting Concepts and Conventions.**

Unit II-

Accounting for Inventories- Inventory Valuation- Pricing the Inventory-Specific Identification Method- **First in First Out Method- Last In First Out Method- Weighted Average Method-** Accounting for Manufacturing Costs-Direct Costing and Absorption Costing.

Unit III-

Accounting for Fixed Assets- Determining Cost of Acquisition- **Accounting for Depreciation-** Methods of Depreciation- **The Straight-Line Method**, Accelerated Methods, Written Down Method, Sum of the Years Digits Method, Annuity Method, Production Units- **Method of Revaluation of Fixed Assets-**Special Problems in Depreciation Accounting- Capital and Revenue Expenditure.

Unit IV-

Preparation of Financial Statements- Profit and Loss Account- **Balance Sheet-** Measuring Business Income-**Completing Accounting Cycle- Corporate Financial Reporting.**

Unit V-

Financial Statements Analysis- Objectives- Using Financial Ratios- Liquidity, Solvency, Profitability and Turnover Ratios- **Funds Flow and Cash Flow Analysis.**

Suggested Readings

1. R.Narayanaswamy, Financial Accounting, Prentice Hall of India, New Delhi, 2008.
2. Ashish K.Bhattacharya, Essentials of Financial Accounting, Prentice Hall of India, New Delhi,
3. Jain and Narang, Accounting , Part 1,, Kalyani Publishers, Ludhiana.
4. Meigs and Johnson, Intermediate Accounting, Prentice Hall.
5. Dryden and Bhattacharya, Accounting for Management, Prentice Hall of India.
6. Ashok Banerjee, Financial Accounting- A Managerial Emphasis, Excel Books.
7. S.Jayapandian, Accounting for Managers- Effective Techniques for Decision Making, Ane Books.
8. P.Periaswamy, A Text Book of Financial, Cost and Management Accounting, Himalaya Publishing House,
9. Arulanandam, Advanced Accounting, Himalaya Publishing House.

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MBA SEMESTER I

Marks Distribution:20 +80

105. CORPORATE LAWS

Learning Objectives: To make the students understand conceptual and legal provisions and procedures of laws applicable to corporate business entities operating in India.

Unit-I :

Indian Companies Act 2013- Incorporation of a Company – Memorandum of Association-Articles of Association -**Types of Companies-** Share Capital and Different Types of Shares - Management & Administration - Board of Directors Appointment of Directors & Independent Directors - **Meetings-Types of Meetings Conduct of Meetings** Protection of Minority Shareholders from Oppression and Mismanagement

Unit-II :

Indian Contract Act 1872 (Sections 1-75) -Nature of contracts – Offer -Acceptance – Consideration- Capacity of parties- Free consent – Legality of object and consideration- Contingent contracts – **Quasi contracts-** Performance of contract – **Discharge of contract** – Remedies for Breach of contract.

Unit-III

Insolvency and Bankruptcy Code (IBC) 2016 - Objectives and Need of the Code & who can apply the insolvency petition - **Insolvency Professionals & Valuers** - Corporate Insolvency Resolution Process (CIRP) (Sec 6-32) - Liquidation process (Sec 33-53) **Voluntary Liquidation Process of Corporates (Sec 58-60)** - Fast track Corporate Insolvency Process (Pre Pack) (Sec 55-58) - Adjudicating Authority (Sec 60-67) (NCLT & NCLAT)

Unit-IV

Intellectual Property Rights - Trademarks-Patents- **Copyrights and related rights-** Industrial Designs- Geographical indicators- Layout Designs of Integrated circuits – **Plant Varieties- Information Technology and Cyber Crimes-** Data Protection Rights

Unit-V

Arbitration & Conciliation Act 1996 General provisions- Arbitration Agreement-Composition of Arbitrators – **Jurisdiction of Arbitral Tribunals** – Conduct of Arbitration –Arbitral Award – Finality and Enforcement of Award – **United Nations Commission on International Trade Law (UNCITRAL) Model**

Suggested Readings

1. Indian Companies Act 2013 Chapters ...
2. Indian Contract Act 1872 Section 1- 75
3. Insolvency & Bankruptcy Code 2016 Sec 1-67
4. Trade Marks Act, 1999
5. The Patents Act, 1970 (as amended in 2005)
6. The Copyright Act, 1957
7. The Designs Act, 2000
8. The Geographical Indications of Goods (Registration and Protection) Act, 1999
9. The Semiconductor Integrated Circuits Layout Design Act, 2000
10. The Protection of Plant Varieties and Farmers' Right Act, 2001
11. The Information Technology Act, 2000
12. What is Data Protection Act India?
13. Data Protection Rules notified under the Information Technology Act, 2000 (“IT Act”) – 2011 (Chapter VII) (Chapter IX)

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106. STATISTICS FOR MANAGEMENT

Learning Objectives

The basic objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making. It also aims at developing the computational skill of the students relevant for statistical analysis.

Unit I- INTRODUCTION

Statistics: Meaning and Salient Features of Statistics-Statistical Techniques- **Role of Statistical Techniques in Management Decision Making- Techniques of Business Forecasting: Correlation and Regression Analysis** with two variables.

Unit II-PROBABILITY AND PROBABILITY DISTRIBUTIONS

Probability: Concepts of Probability-**Additive and Multiplicative Laws-Bayes's Decision Rule-** Probability Distributions: **Binomial, Poisson and Normal Distribution.**

Unit III- SAMPLING THEORY AND TESTS OF SIGNIFICANCE

Sampling: Concept of Sampling- Reasons for Sampling- **Types of Samples-** Estimation- **Hypothesis Testing –Type I and Type-II Errors- Large Sample Tests:** Mean Test- Difference between Two Means- Difference between Two Standard Deviations-**Small Sample Tests:** Mean Test- Difference between Means of Two Independent Samples-Difference between Two Dependent Samples or Paired Observations.

Unit IV- NON-PARAMETRIC TESTS

Meaning-**Advantages and Limitations of Non-Parametric Tests-The Sign Tests:** One Sample Sign Test- The Two Sample Sign Test for paired and independent observations- **The Runs Tests:** One Sample Runs Test- Test of Randomness using Runs above and below the Median- Rank Sum Tests: **The Mann Whitney U Test- The Kruskal Wallis Test- The Wilcoxon Signed Rank Test- Chi Square Test for Goodness of fit.**

Unit V- ANALYSIS OF VARIANCE (ANOVA)

Meaning- Assumptions-**Procedure for Analysis of Variance-General form of ANOVA-One-way Classification-Two-Way Classification-**Computation of Variance.

Suggested Readings

1. Amir D.Aczel & Jayavel Sounderpandian- Complete Statistics, 6th Edition, TMH.
2. GC Beri- Business Statistics, TMH.
1. Anderson R, David Sweeney J, Dennis & Williams A Thomas- Statistics for Business and Economics, 9th edition, Thomson.
2. ND Vohra-Management Decisions, New Age Publications.
3. SP Gupta & MP Gupta-Business Statistics, Sultan Chand & Sons.
4. Levin R.L.Rubin S. David-Statistics for Management, 7th Edition, Pearson/PHI.

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Learning Objectives:

MBA SEMESTER I

Marks Distribution:20 +20+60

107. INFORMATION TECHNOLOGY FOR MANAGERS

1. To expose the students to the latest trends in Information Technology; and
2. To provide necessary IT working skills for office productivity with emphasis on MS-Office.

Unit I

Information Technology-Development and Trends-Managerial Issues in IT Planning- Information Technology Economics- Cost-Benefit Analysis of IT- Role of Computers in Management-MIS- Concept and applications-Decision Making Process-Programmed and Non- Programmed Decisions.

Unit II

Data Communication and Management- Computer Networks-Network Topology-Security in Data Communication-Internet and World Wide Web- E-Commerce and E-Business-Concepts.

Unit III

Database Management Systems-Database Models- Creating and Managing Databases-Data Warehousing and Data Mining-Concepts and Applications.

Unit IV

Working with Office Productivity Software-I ,MS-Office-Document Creation and Management through MS Word-Mail Merge-Spread Sheet Applications- MS Excel- Creation and Applications of Spread Sheets-Data Analysis and Management through Spread Sheets-Use of functions and diagrams. (Theory -8 hours and Practicals-10 Hours)

Unit V

Working with Office Productivity Software-II

Presentation Graphics through MS Power Point-Creation and Organisation of Slides- Organising presentation through Multi-media Files and Slides-Data Management through MS-Access-Database Creation-Table Creation-Establishing Relationships-Creation of forms and reports.

IT LAB:

MS-Word-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-**Mail Merge**-Publishing documents on Web.

MS Excel-Creating and editing worksheets-Cell Formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.

Data Analysis with Statistical Tools-Use of Financial Tools-Use of other functions in Excel for data analysis.

MS Power Point-Creation of slides-**Use of templates and slide designs for creating power point slides**- use of drawings and graphics- Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,

MS Access-Create Databases, Tables, Relationships- **Create forms to enter data**- filter data-use of queries in data manipulation-Generating reports.

Suggested Readings

1. Turban,McLean,Wetherbe-Information Technology for Management, 4th Edition,Wiley India,2007.
2. Peter Norton- Introduction to Computers-Sixth Edition, 2007, Tata McGraw Hill.
3. Brian K.Williams, Stacey C.Sawyer-Using Information Technology-A Practical Introduction to Computers and Communications-Sixth Edition-Tata McGraw Hill, 2007.

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SEMESTER II

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REVISED MBA Syllabus (w.e.f 2021-2022)

MBA SEMESTER II

Marks Distribution:20 +80

201. HUMAN RESOURCE MANAGEMENT

Learning Objectives: This paper aims at providing an understanding about the functioning of the human resource function in an organisation. It makes the learner to know the recent trends in the Human resource management.

Unit I: Introduction Human Resource Management:

Meaning nature, scope and significance of human resource management (HRM) – HRM and related concepts (Personal Management, HRD, Human Capital Management, Knowledge Management, Talent Management) HRM Model – **Functions of human resource management**, Qualities of HR Manager, **Role and Responsibility of HR Managers**, HRM environment in India – **Changing role of HRM** – e- HRM.

Unit II: Human Resource Planning

Human Resource Planning: Nature and Process, **Forecasting Demand and Supply of HR** – **Job Analysis:** Nature, Importance, Tools for Analysis – **Job Description: Job Specification**, Role Analysis – **Job Design:** Factors and Approaches – **Job Enrichment:** Nature, Process and Problems. **Recruitment:** Factors influencing, Process and Sources, e Recruitment and Job Portals – **Selection:** Nature and Process – Testing: Objectives, Administration, Advantages and Problems of Selection Tests–**Types of Selection Tests**, Physical Skills and Psychological Testing – Pseudo Scientific Methods of selection - e- selection.

Unit III: Socialization and Performance Appraisal

Induction: Placement - **Induction Programmes** – **Training:** Nature and Process – Techniques: On the Job and Off the Job Training, Evaluation — Development- **Management Development-** Executive Development - **Career Planning and Development** - **Performance Appraisal:** Nature, Uses and Process Appraisal – Techniques: Traditional and Modern Methods – Limitations - **Effective Performance Appraisal Criteria.**

Unit-IV Employer Employee Relations

Industrial Relations – Concept – Importance – **Evaluation of Industrial Relations system** – Industrial disputes – **Machinery for Settlement of disputes** – **Trade Union** – Strengths and Weakness of trade unions in India –**Worker’s participation in management-** Employee Grievance handling and Discipline.

Unit V: Contemporary Issues in HRM

Contemporary Issues: **HRIS** – **HR Account** - **HR Audit**, Balance Score Card, Competency Mapping, Employer’s Brand, **Benchmarking** – **HR Outsourcing:** Temping, **Talent Management**, Managing HR in BPO and Call Centres, **Attrition**, Exit Interviews – **Strategic HRM and International HRM-** Concept and Issues – **Growing Importance of HRM in Globalization.**

Suggested Readings:

1. Mondy R Wayne and Noe M Robert, 2006, Human Resource Management, 9th Edition, Pearson Education, New Delhi.
2. Subba Rao P, 2008, Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games, Himalaya Publishing House, Mumbai.
3. Aswathappa K, 2008, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
4. V S P Rao, 2007, Human Resource Management: Text and Cases, 2nd Edition, Excel Books, Delhi.

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MBA SEMESTER II

Marks Distribution:20 +80

202. MARKETING MANAGEMENT

Learning Objectives:

After completing this course, the student should be able to understand the marketing concepts and major decisions involved in marketing management. Further he/she is expected to develop necessary skills in analyzing marketing problems and situations.

Unit-I

Marketing :Definition - Importance – Scope - Marketing Management : Tasks and Trends - Company orientations towards marketplace : **Production Concept** – Product Concept – Selling Concept – Marketing Concept – Holistic Marketing Concept – Building customer value, satisfaction and loyalty – **Customer Relationship Management(CRM)** - Analyzing marketing environment : Demographic, Economic , Political and Legal environment – **An overview of Indian marketing environment.**- Marketing mix: concept and components.

Unit – II

Developing marketing strategies and Plans: Corporate and Division Strategic Planning – Business Unit Strategic Planning –Concept of Marketing Plan – Dealing with Competition : Identifying and Analyzing Competitors – **Competitive Strategies for Market Leaders**, market challengers, market followers and market nichers.

Identifying Market Segments and Targets: Levels of Market Segmentation – Bases for segmenting consumer markets – **Bases for segmenting business markets** – Targeting, Positioning: Concept – Developing and communicating positioning strategies.

Unit – III

Marketing Information: Components of modern marketing information system - Analysing consumer markets: A brief discussion about factors influencing consumer behaviour – Consumer buying decision process. **Analyzing Business Markets:** Buying situations – **Participants in buying process** – Purchasing process – Stages in buying process Designing and managing services: Meaning – Nature and characteristics of services.

Unit – IV

Product : Concept, levels, classification, differentiation and hierarchy – Product systems and mixes – Products line analysis – Product life cycle and marketing strategies – New product development process – **Branding** : Meaning, role and scope of brands – **Brand Equity**. Packaging, labeling, warranties and guarantees. Price: Concept – Steps in setting the price – Adapting the price – Initiating and responding to price changes.

Unit – V

Designing and managing integrated marketing communications: Integrated marketing communications – Marketing communication mix. Developing and managing an Advertising Programme: Deciding on media – Measuring effectiveness- Sales promotion: Objectives – Major decisions - Events and experiences: Objectives – Major decisions- Marketing Public Relations: Major decisions in marketing public relations- **Direct Marketing:** Channels used for direct marketing – Interactive marketing. Personal Selling – Principles of personal selling – An Overview of sales force management decisions. **Designing and managing marketing channels:** Concept of Channels and value Networks – **Role of marketing channels** – Channel design, Management and integration decisions – Channel conflict, cooperation and competition. Marketing logistics: Objectives – Decisions.

Suggested Readings:

Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha: **Marketing Management** - A South Asian Perspective (Thirteenth Edition), Pearson Education Inc., New Delhi.

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203. FINANCIAL MANAGEMENT

Learning Objectives:

The course aims to ensure broad understanding of the concepts, theories, and techniques and functions of Financial Management.

Unit – I

Introduction – Concept, Scope and **Functions of Financial Management** – **Profit Maximization Vs. Wealth Maximization** – Financial Planning : Concept, Types and Estimation of Financial Requirements – **Time value of money**.

Unit – II

Financing Decision – Concept of capital structure – **Capital Structure determinants** – Sources of financing: Cost of Capital – **theories of capital structure**; NI, NOI Traditional and MM approach – Operating and Financial leverage – **EBIT and EPS analysis** (Problems and cases)

Unit – III

Investment Decision – **Nature of Capital budgeting decision** – investment evaluation criterion - Traditional Vs Discounted cash flow techniques – **Risk analysis in capital budgeting**: Measurement of Risk and return – Risk evaluation approaches – **Probability distribution approach** – Sensitivity and Decisions Tree Approach (Problems)

Unit – IV

Working Capital Decision – Concept – Components – of working Capital – Operating cycle – **working capital determinants** – forecasting working capital requirements (Problems and cases) **Management of inventory, Receivable and Cash** – **Financing Current assets** (theory only)

Unit – V

Dividend Decision – **types of dividends** – dividend Vs. Profit Retention decision – **Dividend policies** – Factors influencing dividend policy – **dividend theories**: Relevance and irrelevance of dividends – walter and Gordon’s models – MM approach (Problems and cases)

Suggested Readings:

1. Khan and Jain : Financial Management TMH
2. IM pandey : Financial Management, Vikas Publications
3. James C vanhorne: Financial Management and Policy (PHI)
4. Prasanna Chandra: Fundamentals of Financial Management (TMH)
5. SN.Maheswari: Financial Management: Principles and practice, Sultan Chand
6. John J. Hampton: Financial Decision Making (PHI)
7. Lawrence J. Gilma: Principle of Managerial Finance, Addisa werly

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REGULATION-21

MBA SEMESTER II

Marks Distribution:20 +80

204. MANAGEMENT ACCOUNTING

Learning Objectives:

1. The course aims at understand the various concepts of cost and management accounting which are useful for decision making.
2. It also deals with various accounting control measures.

UNIT-I: Introduction to Management Accounting

Management accounting: Definition – Scope – Importance – **Nature and Characteristics of Management Control System** – Role of Management Accountant – **Cost Behaviour and Decision Making:** Fixed and variable costs – Relevant and Opportunity Costs.

UNIT-II: Cost Analysis for Decision Making

Cost-volume- Profit Analysis: Concept of Break-Even Point – Assumptions – Profit-Volume Graph – Equation Approach – Margin of Safety – Profit Planning – **Managerial Uses for Decision Making** – optimization of product mix – Make or Buy – **Capacity Utilisation** – Plant shutdown - Add or Drop – Equipment Replacement – Key factor analysis.

UNIT-III: Management Accounting for Control

Standard Costing: Meaning – Purpose of standards – Types of standards – Standard Setting – Variance Analysis – Controllability of Variances – Advantages of Standard Costing – **Budgetary Control:** Meaning and Purpose – component of effective budgeting programme – Performance Budgeting – Zero-based Budgeting – Concept – Importance and Relevance – **Balanced Score Card** – Linking Balanced Score Card to Organisation Strategy

UNIT-IV: Activity Based Costing

Activity Based Costing systems – Tracing costs from activities to products and services – Activity-Based Management – **Activity cost drivers** – Activity based costing vs. traditional costing.

UNIT-V: Responsibility Accounting

Responsibility Centres – **Need for Divisionalisation** – Types of Responsibility centres – Performance Reports – **Responsibility Accounting and Behavioural aspects** – Segmented Performance evaluation – Transfer Pricing.

Suggested Readings:

1. Hansen & Mown, 2003 – Cost Management – Accounting and Control, 4th edition, Thomson South- Western.
2. Ronald W. Hilton, “Managerial Accounting – Creating Value in a Dynamic Business Environment” Tata Mc Graw Hill, 6th Edition
3. Charles T. Horngren Gary L. Sundem Willam O Stratton “ Introduction to Management Accounting, Perason Publication 13th Ed.
4. S.N. Maheswari “ Management Accounting” Sultan Chand and Sons, New Delhi
5. Shashi K. gupta and R.K. Gupta “ Management Accounting Principle and Practices” Kalyani publication, New Delhi.
6. B.K. Chatterles Cost and Management Accounting for Managers” Jaico publishing House, New Delhi.

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MBA SEMESTER II

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205. MANAGERIAL COMMUNICATION

Learning Objective: To prepare the students to understand the nature and importance of different forms of communication. It also aims at making them to develop communication skills for organizing their jobs.

Unit-I

Communication in Business: Importance and benefits, components – concepts and problems- nonverbal communication – **The seven Cs of effective communication:** Completeness, Conciseness, consideration, concreteness, clarity, courtesy and correctness – Business Communication in the Global Context: Background to inter-cultural communication, national cultural variables, individual cultural variables – **Business Communication and the Technology Context** – Managing information within organization-E-mail and other communication technologies – managing information outside organization.

Unit – II

Oral Communication: Strategies for improving oral presentation, listening skills – Informative and persuasive speaking kinds, audience analysis , organization supports – interpersonal communication: **Dyadic Communication** – interviewing – Telephoning – dictating- meetings – kinds of meetings – solving problems in meetings – leadership responsibilities and participant responsibilities in meetings.

Unit – III

Written Communication: The process of preparing effective business messages – planning steps, organizational plans, beginning and ending of meetings, **Appearance and Design of Business Messages** – Business letters, memorandums, time saving – message media – Reports – **Types of Preparation of Reports.**

Unit – IV

Organizational Communication: Perspectives on communication – Classical, human, integrative and contemporary perspectives – structural issues affecting communication – communication networks – **External Communication** – environmental scanning – the management of external communication.

Unit – V

Communication for organizational Effectiveness - sources and effects of conflict – Ladden Communication – **Approaches to managing conflict communications** - Communication and role conflict – Communication for improving organizational efficiency and effectiveness.

Suggested Readings

1. Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas” Effective Business Communication”, Tata McGraw Hill Publishing Company Limited, New Delhi 1997
2. Dalmar Fisher “Communication in Organizations”, Jaico Publshing House, Mumbi, 1999
3. Lesikar, Pettit & Flatley. Lesikar’s Basic Business Communication, Tata McGraw Hill.
4. Chappan and Reed: Business Communication.
5. N.H. Arthereya: Writen Communication and Results.
6. Kaul: Effective Business Communication.

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MBA SEMESTER II	Marks Distribution:20 +80
206. OPERATIONS RESEARCH	

Learning Objective:

1. The course aims at understanding the various techniques used in the research operations in an Organization.

UNIT I : DECISION THEORY

Anatomy of Decision Theory- Decision Models: **Probabilistic Decision Models:** Maximum Likelihood Rule- Expected Payoff Criterion- Competitive Decision Models: Maximin, Minimax, Savage, Hurwicz, Laplace Decision Models- **Game Theory** : Two Person-Zero- Sum Game- Saddle Point- Value of Game- Dominating Strategy- Mixed Strategy.

UNIT II : LINEAR PROGRAMMING PROBLEM (LPP)

Meaning ,Assumptions, and **characteristics of LPP** - Business Applications of Linear Programming Technique – Formulation of LPP – Solution by Graphic Method – **Simplex Method** – Concept of Dual.

UNIT III : TRANSPORTATION AND ASSIGNMENT PROBLEMS

Transportation Models: Problem statement – Loops in Transportation Table- Steps in Transportation Methods: **North – West Corner Method – Least Cost Method – Vogel’s Approximation Method (VAM) – Modified Distribution ((MODI) Method.**
Assignment Problems: Meaning - Presentation of Assignment Problem- Steps in Assignment Problem – **Hungarian Assignment Method (HAM)**

UNIT IV : QUEUING THEORY

General Structure of a Queuing System – Arrival Process – Service System – Queue Structure – Operating Characteristics of Queuing System – Basic Concepts in Queuing Theory : **Queuing Models:** (1) Poisson Exponential Single Server Model Infinite Population - (2) Poisson-Exponential Single Server Model Finite Population- (3) Poisson Exponential Multi Server Model – (4) Erlang’s Method

UNIT V : SEQUENTIAL DECISION MAKING

Meaning – Need and Importance - **Steps in Sequential decision making** – Applications of Sequential decision making to different situations: **Traveling salesman’s problem** – Pricing problem – **Production scheduling and Inventory problem.**

Suggested Readings

1. C.R.Kothari : Introduction to Operational Research, Vikas Publishing House
2. N.D.Vohra : Quantitative Techniques in Management, TMH
3. G.V. Shenoy, U.K. Srivastava and S.C. Sharma : Operations Research for
4. Hamdya Taha : Operations Research – An Introduction, TMH
4. Richard Bronson, Govindasami Nadimuthu : Operations Research, Schaum Series, TMH

207. BUSINESS RESEARCH METHODS

Learning Objectives:

The Course addresses the methods of research with an emphasis on various stages that are necessary to obtain and process information to enable well informed decision-making.. It allows the students to grasp and comprehend the methods and techniques used in research and provide with the knowledge and skill to undertake research.

Unit-I: Introduction

Business Research: Definition-Types of Business Research. Scientific Investigation: The Building Blocks of Science in Research-Deduction and Induction. The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. **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 **Ethics in Business Research:** Ethical Treatment of Participants-Informed Consent, Rights to Privacy, Confidentiality.

Unit-II: The Research Process

Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework-Components of Theoretical Framework - **Hypothesis Development** - Statement of Hypothesis-Procedure for Testing of Hypothesis

Unit-III: 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- Content Validity, Criterion Related Validity and Construct Validity.

Unit-IV: Collection and Analysis of Data

Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews- Observational Surveys- Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – **Guidelines for Construction of Questionnaires.** Data Analysis: 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- Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

Suggested Readings

1. Uma Sekaran, “Research Methods for Business–A Skill Building Approach”, John Wiley & Sons (Asia) Pte.Ltd, Singapore,` 2003.
2. Donald R Cooper and Pamela S Schindler, “Business Research Methods”, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2007
3. William G. Zikmund, “Business Research Methods”, Thomson Business Information India Pvt. Limited, Bangalore, 2005.
4. Wilkinson & Bhandarkar: Methodology and Techniques of Social Science Research, Himalaya Publishing House.
5. C.R. Kothari: Research Methodology – methods & Techniques, Vishwa prakashan, New Delhi.

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SEMESTER-III

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S.No.	SUBJECT CODE	SUBJECT	University Exam	Internal Exam	TOTAL	CREDITS
1	301	ORGANIZATIONAL BEHAVIOUR	80	20	100	4
2	302	OPERATIONS MANAGEMENT	80	20	100	4
3	303	STRATEGIC MANAGEMENT	80	20	100	4
4	304	LOGISTICS & SCM	80	20	100	4
5	311/321/331/341	ELECTIVE I 311- HUMAN RESOURCE DEVELOPMENT 321- CONSUMER BEHAVIOUR AND CRM 331- SECURITY ANALYSIS 441 - RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS)	80	20	100	4
6	312/322/332/342	ELECTIVE II 312 - ORGANISATION DEVELOPMENT 322- ADVERTISING AND SALES MANAGEMENT 332 - FINANCIAL MARKETS AND SERVICES 342 - ENTERPRISE RESOURCE PLANNING (ERP)	80	20	100	4
7	313/323/333/343	ELECTIVE III 313- INTERNATIONAL HUMAN RESOURCE MANAGEMENT 323- PRODUCT AND BRAND MANAGEMENT 333- INTERNATIONAL FINANCIAL MANAGEMENT 343- SYSTEMS ANALYSIS AND DESIGN	80	20	100	4
			TOTAL CREDITS			28

MBA SEMESTER III

Marks Distribution:20 +80

301. ORGANIZATIONAL BEHAVIOUR

UNIT: I

Foundations of organizational behaviour : Concept- Importance- Cognitive approach - Reinforcement Approach - Psycho-analytic approach - Factors influencing Organizational behaviour - **Challenges and opportunities for organization behaviour** - A managerial perspective.

UNIT: II

Individual in the organization: Individual - nature of man - Models of man- Personality - stages of development of personality - Determinants of Perception - Factors influencing perception - Learning - **Theories of Learning-** Attitudes - Formation of attitudes. Personality and emotions - Managing emotions and stress in organizations - **Individual decision making** - Motivation theories - Application of motivation.

UNIT: III

Groups in organization: Basic group concepts – Formation - Types Group decision making- **Group Cohesiveness-** Dissonance - Small Group behaviour - Groups Vs. Teams- **Understanding work teams** - Types of teams - Creating effective teams. Conflicts- Types of Conflicts - Strategies for resolution of Conflicts in Groups.

UNIT: IV

Group Dynamics: Communication- **Hindrances in achieving effective communication-** Leadership and managerial effectiveness- **Trust and Leadership-** power and politics- Basis of power- organizational politics.

UNIT: V

Organizational Systems: Organization Structure- Size and design- Organizational culture- Creativity and innovation- **Organizational change-** Resistance to change- Introducing change in large organizations- **Organizational stress-** Factors contribute to Stress- Coping strategies- Stress and performance. **Organizational effectiveness-** Quality of work life- International Organizational behaviour- New options- Virtual Organization- Technology and Organization.

Suggested Readings:

1. Robbins: Essentials of Organizational Behaviour, Pearson Education,2008.
2. Gordon. J.R: Diagnostic approach to Organizational behaviour: Allynand Bacon: New York, 1987.
3. Lorbch J.W. (Fd.) Handbook of Organization Behaviour: EnglewoodCliffs: Prentice Hall.
4. Harrison M.LK.: Diagnosing Organizations: Methods, Models and Processes: Sage Publishers, New Delhi, 1987.
5. Ford. R.C.: Organization Theory- An Integrative Approach: Harper &Row Publishers: New York, 1988.
6. Robbins P. Stephen: Organizational Behaviour, Concepts, Controversies and Applications, Pearson Education.
7. Sarma,VVS: Organizational Behaviour, Jaico Publishing House
8. Ashwatappa: Organizational Behaviour, Himalaya Publishing House

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MBA SEMESTER III

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302. OPERATIONS MANAGEMENT

UNIT – 1:

INTRODUCTION – Evolution –Concept-Definition- Scope – Systems Perspectives – Challenges – Priorities - Special features of goods and services – **Operations Strategy** – Strategy Formulation – Operational Excellence - **Role of Operations Management-World Class Manufacturing & Services.**

UNIT – II:

DESIGNING OPERATIONS – Product Design – Process Design – Facilities Location – Steps in Facilities location – Factors influencing facilities location – **Plant Layout** – Factors influencing plant layout – Process and Product System Group and Static Product Layout – Plant Capacity and Line Balancing – **Capacity Planning** – Work Study- **Techniques of work study** – Method Study – Work Measurement-methods of work measurement. (Problems and cases in Work Study & Measurement)

UNIT – III:

PRODUCTION PLANNING AND CONTROL – Scope – Classification – Functions - **Factors determining Production Planning and Control** – Production Cycle – Characteristics of Process Technologies – Project – Job – Shop – Batch – Assembly and continuous – Interrelationship between product life cycle and process life cycle-**Elements and Issues in JIT.**

UNIT – IV:

INVENTORY PLANNING AND QUALITY CONTROL – Purchasing System – Inventory Planning – Inventory Control Techniques – Quality control – Standards and specifications – **Quality Assurance and quality circles** – Statistical quality control – Control Charts for Average, range, fraction defectives – **Total Quality Management** (Problems and cases in SQC).

UNIT – V:

PROJECT AND MAINTENANCE MANAGEMENT – Concept of Project – **Types of Projects** – Feasibility Report – Detailed Project Report – Project management techniques-**PERT and CPM** – Maintenance Management- equipment cycle – Requirements for effective maintenance management.(Problems and Cases in PERT & CPM).

Suggested Readings:

- 1.Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009
- 2 B. Mahadevan: Operations Management-Theory and Practice, Pearson Education , 2008
- 3.Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition, 2009
4. Chunawalla & Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009
5. William J. Stevenson: Operations Management, Tata McGraw-Hill Pvt. Ltd.,New Delhi,2007

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MBA SEMESTER III

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303. STRATEGIC MANAGEMENT

Unit I- Introduction to Strategic Management

Concept of Strategy- Levels-Strategic Decision Making-Strategic Management-Elements-Process-Model-Vision-Mission-Business Definition- Goals and Objectives-**Balanced Scorecard Approach to Objectives**-setting- Key Performance Indicators.

Unit II- Environmental and Organisational Appraisal

Appraising the Environment-Factors affecting Environmental Appraisal- Internal Environment-Organisational Resources-Synergistic Effects- Competencies-Organisational Capability Factors-**Methods and Techniques used for Organisational Appraisal**-Preparing the Organisational Capability Profile.

Unit III- Corporate-Level Strategies

Corporate-Level Strategies-Expansion-Stability-Retrenchment-Combination-Concentration-Integration-Diversification-**Internationalisation Strategies**- Merger and Acquisition Strategies-Stability-Retrenchment-Turnaround- Combination Strategies.

Unit IV- Strategic Analysis, Choice and Implementation

Process of Strategic Choice-Strategic Analysis-Factors in Strategic Choice- **Strategy Implementation** - Project Implementation-Procedural Implementation-Resource Allocation-Structural Implementation-Functional Strategies

Unit V- Strategic Evaluation and Control

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

Suggested Readings:

Azhar Kazmi -Strategic Management and Business Policy Tata McGraw Hill.

1. .R.M.Srivastava - Management Policy and Strategic Management – Concepts, Skills and Practices Himalaya Publishing House.
2. V.S. Ramaswamy S. Namakumari - Strategic Planning- Formulation of Corporate Strategy Text& Cases The Indian Concept Macmillan Business Books.
3. Thomas L. Wheelen J. David Hunger - Concepts in Strategic Management and Business Policy Pearson Education.
4. Ireland, Hoskisson, Hitt Strategic Management Cengage Learning.
5. Subba Rao,P - Business Policy and Strategic Management Himalaya Publishing House.
6. Business Policy and Strategic Management Himalaya Publishing House.
7. R. Srinivasam - Strategic Management Prentice Hall of India Pri.Ltd – Delhi
8. Upendra Kachru - Strategic Management Excel Books
9. VSP Rao ,V Harikrishna Strategic Management Excel Books

304. LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Objectives:

To provide understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain.

Unit – I: Understanding Supply Chain:

Objectives of a Supply Chain, Importance of supply chain decisions, – Decision phases in a supply chain –Process views of a supply, Key Issues in SCM, Logistics & SCM, Supply Chain Drivers and Obstacles, Competitive and Supply Chain Strategies, **Achieving Strategic Fit, Best Practices in SCM**, Green Supply Chain Management, Supply Chain Sustainability,

Unit – II: Logistics:

Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, **Transportation**: Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. **Outsourcing**: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL).

Unit – III: Designing the Distribution Network:

Role of Distribution, Factors Influencing Distribution, Design Options, Distribution Networks in Practice, Network Design in the Supply Chain, **Role of Network**, Factors Affecting the Network Design Decisions, Modeling for Supply Chain.

Unit IV- Managing economies of scale in a supply chain:

Role of cycle inventory in a supply chain-Safety Inventory-determining the appropriate level of safety inventory-impact of supply uncertainty on safety inventory, factors affecting optimal level of product availability Transportation in supply chain-Modes and their performance characteristics-Transportation infrastructure-**Design options for a transportation network**-IT in transportation –Sourcing Decisions –**Role Supplier selection**-Contracts, Risk sharing – Design collaboration ,Procurement process,

Unit –V Supply Chain Performance:

External Drivers of Supply Chain Performance-Bullwhip Effect and Reduction, Performance Measurement: Dimension, **Tools of Performance Measurement**, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network. Information technology in a supply chain-**Supply chain IT framework**-Coordination in a Supply Chain: Importance of Coordination, Obstacles to Coordination, Managerial Levels to achieve coordination, Building Partnerships and Trust,

Suggested Readings:

1. Sunil Chopra & Peter Meindl: Supply Chain Management, Strategy, Planning and Operation, Pearson Education,
2. David Simchi-Levi & Philip Kaminsky, Designing & Managing the Supply Chain: Concepts, Strategies & Case Studies, Tata McGraw-Hill, 2004, New Delhi.
3. Donald J Bower Sox & David J. Closs, Logistical Management: The integrated Supply Chain process, Tata McGraw-Hill, 2000, New Delhi. 2000
4. N.Chandrasekaran, Supply Chain Management: Process,system and Practice,Oxford University Press
5. Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
6. K Sridhara Bhat, Logistics & Supply Chain Management, HPH,1e,2017.
7. Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning ,1e,2005.

311. HUMAN RESOURCE DEVELOPMENT

UNIT-I : Foundations of HRD

Evolution of HRD- The Relationship between HRM and HRD- HRD functions- Role and Competencies of an HRD, Professional – **Challenges to organization and to HRD Professionals-** A framework for the HRD-Learning and instruction- Maximising Learning- Learning strategies and styles.

UNIT-II: Framework of HRD

Assessing HRD Needs- Strategic organizational analysis-Task analysis-Personal analysis – Prioritising HRD Needs- The HRD Process model debate- Designing effective HRD programmes – **Deciding the objectives of HRD interventions-** - **Implementing HRD Programmes-** Evaluation of HRD Programmes- Purpose, models and Ethical issues in evaluation – Assessing the Impact of HRD Programmes in financial terms.

UNIT-III : HRD APPLICATIONS

Career Management - Defining Career Concepts- Stages of life and career development- Models and process of career Management – **Issues in career Development** – Designing effective Management Development Programmes- Organisational Development and Change- Concepts, Theories and Models- Types of Interventions – Adopting to labour market changes – **HRD Programmes for Cross-Cultural Employees.**

UNIT-IV : COMPETENCY DEVELOPMENT

Basic Workplace Competencies- Programmes for Professional Development and Education – Maintaining affective performance encouraging superior performance skills – employee coaching and wellness services – Issues in employee counseling – **Employee Assistance programmes** – Stress Management Interventions – Employee wellness and Health promotion programmes.

UNIT-V :HRD IN INDIA

HRD Audit in leading organizations – Structuring of HRD- HRD Movement in India- HRD Challenges for India for building world class organizations- Suggestions to make HRD effective in Indian Organisations- **HRD Climate Development Measures** – Constraints on HRD - **HRD Vision of India** – Knowledge base of HRD in India- Resource requirement for making HRD work in India.

Suggested Readings:

1. T.V. Rao Human Resources Development- Experiences-Interventions Strategies Sage Publication, New Delhi, 2006
2. Topomay Deh Human Resource Management Theory & Practice Ane Books India-2006
3. R. Krishnaveni Human Resource Development a Researcher's perspective
4. T.V. Rao Readings in Human Resource Development Oxford & IBH Publishing Co. Pvt .Ltd.,

312. ORGANISATION DEVELOPMENT

Unit-I : The Field of OD

Definition – Evolution – Different Stems – The laboratory straining stems – The Survey Research and Feedback stem – The Action Research Stem – **The Socio Technical and Socio Clinical Stem** – Second Generation – Values Assumptions and belief in O.D. – Implications of O.D. – O.D. Values in Indian Organisations.

Unit-II : Foundations and Interventions of O.D.

Models and theories of planned change – Participation and Empowerment – Parallel learning structures – Normative, Re-educative Strategy of Changing Action Research – Managing the OD Process – **OD Interventions** – Team Interventions – Teams and work groups – Process Consultation Interventions - **A gestalt approach to Team Building** – Techniques and Exercises used in Team Building – Large Scale Change and High Performance Systems – Trans Organisational Development – Structural Interventions and the applicability of O.D.

Unit-III: Key Considerations and Issues

Issues in Consultant – Client Relationships – Defining the client System – Entry and Contracting – The Issue of ‘Trust’ – The Nature, Expertise, Diagnosis, Appropriateness and Depth of Interventions – **The Consultant Team as a model and microcosm** – **Ethical Standards in O.D.**

Unit-IV: Power, Politics and O.D.

Team work for analyzing power and politics – Importance in the planned change and practice of O.D. – O.D. Practitioner – Competencies of an effective O.D. Practitioner – Professional Values and Ethics – Evaluation of O.D. Interventions – Managing in Turbulent Times – Organisational Deconstruction – Distributed Intelligence - Technological connectivity – Creative Destruction – Disruptive Innovation – **Clash of Culture and Implications of O.D.** – Incorporating future in to the present.

Unit-V: The Future and O.D.

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

Suggested Readings:

1. Wendell L. French Cecil H. Bell, Jr. Veena Vohra Organization Development 6th Edition Pearson Education, 2008
2. Wendell L. French Cecil H. Bell Jr. Robert A. Zawacki Organization Development and Transformation - Managing Effective Change, 6th Edition Tata McGrawHill, 2008
3. Cummings Organization Development & Change, 8th Edition Worley Cengage Learning India Pvt. Ltd. New Delhi, 05
4. Bhupan Srivatsava Organization Design & Development Concepts & Applications, Himal Impressions, New Delhi, 2009

313. INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Unit-I: Basics of IHRM

Importance - **Definition, Nature, Scope and components of IHRM Strategy**, Functions, Objectives, Problems – IHRM-compared with domestic HRM- Growing interest in IHRM -**Three Dimensions of IHRM activities**- functional positioning and organizational context of IHRM- Approaches to the study of employment policy across countries.

UNIT-II: The Functional Aspects of IHRM

Process in IHRM-Staffing patterns of the International Managers/ -Approaches to multinational staffing Decisions- Selection Criteria and Technologies- Competencies needed for Global Managers – Transfer policies- Expatriate Failures - cultural awareness programmes-objectives and key components of international compensation- **Emerging Issues in Global Compensation Management**- Performance Management of Expatriates-Study of Different Models .

UNIT-III: IHRM Practices in Selected Countries

The American Model of HR Management- Recent Trends in HR Development in USA- **The British model of HR Management**- Training & Development within a total model from learning to knowledge – **Japanese style of HR Management**- Implications for managers- Reward system across cultures- Motivational system across culture- **German Model of HR Management** – The main features of the work values in Germany - **Chinese model of HR Management**- The two way classification of workers and cadres – Chinese work values.

UNIT-IV: IHRM Model of India

Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – **MNCs skill-based approach** and staff training and Development priority – The global managers and future organizations - **India's Response to Universalization of HR Principles, Policies and Practices** – Cross- Convergence.

UNIT-V: Special Issues in IHRM

Challenges of Globalisation and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of Information Technology on Human Resource Management- Human side of Technology- The New knowledge economy, IT and HR- out sourcing HR- Globalisation, **Quality of Work life and productivity**- Reorienting work force through HR Interventions – **Women expatriates and their problems** – Exit policy and practices – Impact on participative Management and Quality circles.

Suggested Readings:

1. P.L. Rao - International Human Resource Management –Text and Cases
Excel Books- New Delhi
2. K. Aswathappa - International Human Resource Management
SadhnaDash Text and Cases Tata McGraw Hill Publishing
3. P. Subba Rao - International Human Resource Management
Himalaya Publishing House
4. Peter J. Dowling - International Human Resource Management
Denice E. Welch 4th Edition, Thomson Learning USA

321. CONSUMER BEHAVIOUR AND CRM

UNIT:I

Consumer Behaviour – Concept – Types of consumers-**Current Trends in consumer behaviour** Approaches to studying Consumer Behaviour – Inter – disciplinary analysis - Consumer Behaviour applications in designing marketing strategies – Problems in studying Consumer Behaviour.

UNIT:II

Internal Determinants of Consumer Behaviour: Motivation- Learning- Perception-Attitude, Personality and life style.

UNIT:III

External Determinants of Consumer Behaviour: Family Social Class- Reference Group and Opinion Leader- Diffusion of innovations- Culture and Subculture.

UNIT:IV

Consumer Decision making Process –Consumer Dissonance – **Consumer Decision Making Models:** Howard Sheth Model-EKB Model-Organisational Buyer Behaviour and Influences on Organisational Buyer Behaviour.

UNIT:V

CRM concept and components- Evolution and development- Challenges in implementing CRM- **Organization for CRM**, CRM Strategy cycle – CRM Programme measurement and Tools – CRM practices in Banking, Insurance and Retail.

Suggested Readings:

1. Schiffman, Leon, G and Kannuk, Leslie Lazar: Consumer Behaviour Prentice Hall of India.
2. David L.Loudon & Albert J. Della Bitta: Consumer Behaviour, McGraw Hill.
3. Suja R.Nair: Consumer Behaviour in Indian Perspective, Himalaya Publishing House.
4. Dr. Rajeev Kumara, Consumer Behaviour: Himalaya Publishing.
5. Roger J.Baran, Robert J. Galka, Deniel P. Strunk: Customer Relationship management, South West Cengage Learning.
6. S. Shanmuka Sundaram: Customer Relationship management, Modern Trends and Perspective, Prentice Hall of India.
7. Peelan – Customer Relationship Management, Pearson Education.

322. ADVERTISING AND SALES MANAGEMENT

Unit-I

Introduction to Advertising – Scope – Functions and Importance - Setting of Advertising objectives -Objectives DAGMAR- 5Ms of Advertising —AIDA model-**Socio- Cultural and Ethical Dimensions of Advertising** – Recent Trends in Advertising – Advertising for Social Causes –**Internet Advertising- Meaning, Components, Advantages, Limitations, Types of Internet Advertising- Advertising Agencies-** Functions

Unit-II

Advertising Copy: Meaning – Essentials of Good Advertising copy – Advertising Copy for Print Media, T.V, Radio, and Internet – Visualization of Advertising Layout – Functions, Principles, and Elements of a layout. **Creativity in Advertising-Message Strategy - Advertising Appeals– Misleading and deceptive advertising**

Unit-III

Advertising Media – Planning and Strategy – Types of Media - Media Scheduling Decisions – Media Mix Decisions -**Media Planning** – frequency, reach and outcome **Advertising Budgets** – Planning for Advertising Budgets – Methods of Determining Advertising Budgets- **Advertising Effectiveness** – Need and Problems – Tools and Techniques of Measuring Communication Effectiveness and Sales Effectiveness of advertising.

Unit-IV

Sales Management: Concept of Sales Management- Importance -Role/Functions of Sales Management -Objectives of sales management -types of Selling, , **Organization Structure of Sales Department**-Functions of Sales Executives, Selling Skills, Selling Strategies, Selling Process,-Personal Selling Process- **Sales force Planning** and its advantages,- . Sales Forecasting Methods, Sales Budgeting Process

Unit-V

Sales Force Management: Meaning & Importance Sales Force Management, Components of Sales Force Management, Role and Advantages of the Sales Manager, Problems of Sales Force Management, Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation -Ethics in Sales Management-**Evaluation of Sales Performance:** Meaning and features of Sales Performance, Process of Sales Performance, Importance of Sales Performance, Objective of Sales Performance, Sales Performance Evaluation Methods, Monitoring and review of Performance Evaluation System

Suggested Readings:

1. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
2. K. Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.
3. S.A. Chunawalla, Sales and Distribution Management, 3e, HPH. 2012
4. George E.Belch, Michel E.Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill,
5. Clow, Kenneth E/ Baack, Donald E, Integrated Advertising, Promotion and Marketing Communications
6. Sales Management: Decisions, Strategies and Cases, Still, Cundiff&Govoni, Pearson Education
7. Sales Management - S.A. Chunawalla

323. PRODUCT AND BRAND MANAGEMENT

Unit I:

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

Unit II:

Competitive Strategy for Products – Market Mapping – Category Analysis - Competitor analysis – Customer analysis – Product portfolios – **BCG Matrix** – Shell's Policy Matrix – Product mix and line decisions – Managing line extensions – Product Positioning strategies.

Unit III:

Product Development – Product Innovation – Product Development Process – Factors affecting success or failures of new products – **Product Life Cycle** – Management of Product Life Cycle – Managing different stages of PLC
– Product Revival Strategies – **Product Elimination Decisions.**

Unit IV:

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

Unit V:

Brand Equity – Brand Loyalty and Brand Equity — Brand Personality
- Building Brands – **Brand Extension strategies** – Brand Positioning – 3 Cs of Positioning – Competitive Positioning

Suggested Readings:

1. Ramanuj Mazumdar – Product Management in India – PHI Learning –New Delhi – 2009
2. Harsh V Verma - Brand Management – Text and Cases – Excel Books –New Delhi – 2008
3. Michael Baker and Susan Hart – Product Strategy and Management –Pearson Education – New Delhi – 2009
4. Donald R Lehman – Product Management – Tata McGraw Hill Pvt Ltd –New Delhi – 2005
5. S.A.Chunawalla – Product Management – Himalaya Publishing House –New Delhi – 2009
6. U C Mathur – Product and Brand Management – Excel Books – NewDelhi -2007
7. Karl T Ulrich and Steven D Eppinger – Product Design and Development – Tata McGraw Hill Pvt Ltd – New Delhi – 2009
8. Tapan K Panda – Building Brands – Excel Books – New Delhi – 2009
9. S.A.Chunawalla - Compendium of Brand Management - HimalayaPublishing House – New Delhi – 2009

331. SECURITY ANALYSIS

Unit I- Investment Setting

Investments-Definition-Investment, Speculation and Gambling-Objectives and Constraints-Investment Process-Investment Environment-Investment Alternatives and their Evaluation.

Security Markets-Markets and their Functions-Participants-Stock Markets- Primary and Secondary Markets-Trading and Settlement Systems-Stock Market Quotations and Indices(Construction)-Latest Developments in Stock Market Operations. (Problems on Stock Index Construction).

Unit II- Risk and Return

Security Returns-Concept and Measurement-Historical (Ex-post) Return and Expected (Ex-ante) Return-Total Return and Holding Period Return- Arithmetic and Geometric Return-Nominal and Real Return-Return Relatives.

Risk- Concept-Sources-Classification-Systematic and Unsystematic Risk-Risk in a traditional sense and in contemporary mode-**Measurement of Historical Risk and Expected Risk**-Measures of Risk-Standard Deviation and Variance.(Problems on Measurement of Return and Risk on different securities in various situations).

Unit III-Security Valuation

Common Stock Valuation-Balance Sheet Valuation-**Dividend Capitalization Model**-Free Cash Flow Model-Earnings Multiplier Approach-Earnings-Price Ratio, Expected Growth and Growth-Other Valuation Ratios.

Bond Valuation-Bond Characteristics-Bond Prices and Yields-Risk in Bonds and Duration-Analysis and Valuation of Straight and Convertible Bonds.(Problems on Valuation of Common Stocks and Debt Securities in different situations and Bond Yields and Duration).

Unit IV- Common Stock Analysis

Equity Analysis-Objectives-Approaches-Fundamental Analysis-Economic Analysis-Global Economy, Government Policy and Macro Economy-Industry Analysis-Industry Classification-Key Characteristics-**Industry Life-Cycle Analysis**-Company Analysis-Strategy Analysis-Accounting Analysis-Financial Analysis-Intrinsic Value Estimation-Equity Research in India. (Problems on Intrinsic Value Estimation).

Unit V- Technical Analysis and Efficient Market Hypothesis

Technical Analysis-Meaning-**Fundamental and Technical Analysis**-Market/Technical Indicators-Charting Techniques-Testing of Trading Rules-Evaluation of Technical Analysis-Elliot Wave Theory.

Efficient Market Hypothesis- Forms of Efficiency-Random Walk Theory and Efficient Market Hypothesis-Empirical Tests-Implications of Investment Analysis.

Suggested Readings:

1. Fischer and Jordan, Security Analysis and Portfolio Management,Prentice Hall of India, New Delhi, 2008.
2. Prasanna Chandra, Investment Analysis and Portfolio Management,Tata McGraw Hill ,2008.
3. William F.Sharpe, Gordon J Alexander and Jefferay V.Bailey, Investments, 6th Edition, PHI Learning Private Limited, New Delhi,2008.
4. Reilly and Brown, Investment Analysis and Portfolio Management, 8thEdition, Cengage Learning, New Delhi, 2009.

332. FINANCIAL MARKETS AND SERVICES

UNIT- I

Structure of Financial System – Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Money Markets – Capital Market : Primary and Secondary market- **Corporate and government securities market**- Mortgage Markets – Secondary Market Operations – Regulations – Functions of Stock Exchanges – Listing – trading and settlement- Role of depositories.

UNIT- II

Financial Services – Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund-based activities – Financial Engineering – Need for financial innovation – new financial products and services – Current scenario and challenges to the financial services sector in India.

Merchant Banking – Meaning – Types – Role of Merchant Bankers in Issue Management – SEBI guidelines related to issue management.

UNIT- III

Venture Capital – origin and concept – features – scope – significance – venture capital institutions in India – SEBI guidelines. **Lease Financing** – Meaning – features – types – merits and demerits –Lease or Buy decision – Hire Purchasing: Concepts – salient features – Leasing vs. Hire Purchasing.

UNIT – IV

Mutual Funds – Concept – significance – classification – merits and problems – performance evaluation – SEBI guidelines.

Factoring and bill discounting concept – process and forms – Functions of a factor – Legal aspects of factoring and bill discounting – Financial evaluation of factorial services – cost of factoring – decision analysis for factor services – Factoring scenario in India.

UNIT – V

Definition and basic characteristics of Insurance – Requirements of an insurable risk. Types of insurance – Benefits and Costs of insurance to society – **Fundamental legal principles of insurance** – Functions of insurer. IRDA and recent trends in insurance sector in India.

Suggested Readings:

1. Meir Kohn, 2015, Financial Institutes and Markets, 2nd edition, Oxford University Press, South Asia Edition.
2. Khan.M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi-8.
3. Rejda.G.e., 2002, Principles of Risk Management and Insurance, 7th edition, Pearson Education.
4. Mishkin.F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5th edition, Pearson Education.
5. Choudhry, Moorad, (2002), Capital Market Instruments, Prentice Hall.
6. ED Madhusoodanan, (2008), Indian Capital Markets, Quest Publications.
7. Gurusamy, (2009), Capital Markets, 2nd edition, Tata McGraw Hill.

333. INTERNATIONAL FINANCIAL MANAGEMENT

UNIT – 1:

International Financial System: Meaning, scope and significance of International Finance. International Financial System – Components and environment. Finance function in global context – **International Monetary System** – fixed and floating systems – Balance of Payments (BOP). International Financial Institutions – World Bank – IMF – ADB

UNIT – II:

Foreign Exchange Market: Players and components, functions – Foreign Exchange Rates – Spot – Forward and Cross Rates. **Theories of determining foreign exchange rate** – International Parity condition. Indian Foreign Currency Market – **Foreign Exchange Management Act (FEMA)** – Recent development (Problems and cases).

UNIT – III:

Management of Foreign Exchange Risk: Meaning and types of risk – Management of Translation, Transaction, and economic exposure. Tools, **Techniques and Hedging strategies for foreign exchange risk management** (Problems and cases)

UNIT – IV:

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

UNIT – V:

Financial Management of Multinational Firm – Foreign Capital Budgeting Decisions – Cash Flow Management – **Tax and Accounting implications of International activities** (Simple Problems).

Suggested Readings:

1. APTE P.G: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
2. Madhu Vij: International Financial Management, Excel Books, New Delhi.2003.
3. Machiraju,H.R, International Financial Management, Himalaya PublishingHouse.
4. Alan C. Shapiro: Multinational Financial Management, Wiley India Pvt. Ltd.,New Delhi.
5. Ephraim Clark: International Financial Management, Cengage Publications,Delhi.
6. Cheol S.Eun & Bruce G. Resnick: International Financial Management, Tata McGraw-Hill Company Pvt. Ltd., New Delhi.
7. Eiteman – Multinational Business Finance, Pearson Education.

341.RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS)

Unit-I

Introduction to databases- Introduction – Application development without databases- Advantages- **Concepts and history of DBMS-** commercial databases.

Data base design- Feasibility study- designing system – class diagrams- data types-elements.

Unit-II

Data normalization- Introduction – Sample database- first – second – third Normal Forms Beyond third normal form- **Data rules and integrity** – effects of Business rules- Converting class diagram to normalized tables- data dictionary.

Unit-III

Queries and sub queries- Data queries- basics- computation- group by – multiple tables- sub queries- joints- **SQL testing queries.**

Unit-IV

SQL FORMS - Application development using SQL FORMS organization of SQL FORMS- Function Key- Screen Painter, default form designing a complete form-trigger and their types trigger command syntax- **Use of macro generating a form, running a form, user exits.**

Unit-V

SQL Report writer- Types of reports, entering the query formulating the report, calculated field, group settings modifying report settings, previewing a report running a report, SQL LOADER, Database Administrator

Suggested Readings:

1. James Perry T and Joseph, G. Lateer: Understanding Oracle, BP
2. Abbey and Corey, Oracle: A Beginners Guide, Tata MC Graw Hill
3. Gerald V. Post: Data Base Management Systems- Designing and BusinessApplication, Tata Mc Graw Hill.
4. McFadden: Database Management System, Addison Wesley.

342. ENTERPRISE RESOURCE PLANNING (ERP)

Unit-I

ERP overview- Evolution of ERP-EP Technologies-ERP Technologies- **ERP As Decision support system-** ERP Architecture Consideration for ERPimplementation

Unit- II

Introduction to ERP: ERP Vs MRP, Evolution- Growth- Benefits and limitations of ERP- **Phases of ERP-** Sales, Marketing, Distribution Manufacturing- Finance- Personnel- Purchase and Inventory- Planning & Control

Unit-III

ERP- Related Techniques Business Process Reengineering (BPR), MIS- DSS- EIS- Data warehousing- Data Mining- **Online Analytical Processing (O&AP),** Supply-Chain Management CAD/CAM-, Materials Requirement Planning, Bills of Materials, Manufacturing Resource Planning, Distribution Requirement Planning, JIT & Kanban - Make to order- make to stock- Assemble to order, engineer-to-order.

Unit-IV

ERP Models-Finance- Plant and Maintenance- Quality Management- Materials Management- Benefits of ERP.

Unit-V

ERP Implementation life cycle- pre-evaluation screening, PackageEvaluation- Project Planning Phase- GAP Analysis- Reengineering, Configuration- Team Training- Testing & Going Live

Suggested Readings:

1. S. Sadgopan: ERP A Managerial Perspective, Tata McGraw Hill.
2. Alexisleon: Enterprise Resource Planning, Tata Mc Graw Hill.
3. Vinod Kumar Kard and Arid NK Venkaita Krishtean: E.R.P Concepts and Practice, Prentice Hall of India.
4. Luvai F Motiwallo, Jeff Thompson Enterprise Systems for Management – Pearson Education, 2009
5. Jyotindram, Enterprise Resource Planning, Himalaya Publishing House.

SATAVAHANA UNIVERSITY-KARIMNAGAR

Department of Business Management

REVISED MBA Syllabus (w.e.f 2021-2022)

REGULATION-21

**MBA SEMESTER III SYSTEMS MANAGEMENT-
ELECTIVE - III**

Marks Distribution:20 +80

343. SYSTEMS ANALYSIS AND DESIGN

Unit-I

Assuming the role of the systems analyst- Types of systems – **Integrating Technologies for system-** Need for systems Analysis and Design- Role of the system Analyst- **System Development life cycle-** using case tools- Upper and Lower case- Object oriented systems- Analysis and Design- Agile approach and other alternative methodologies.

Unit-II

Understanding organizational style and its impact on information systems- organizations as systems – Depicting systems graphically – Use cage modelling – **Levels of Management** – Organisational culture

Unit-III

Project Management – Project initiation- Determining Feasibility – Activity planning and control- Computer-based project Scheduling- **Function point Analysis- Managing Analysis and Design activities-** Agile Development.

Unit-IV

Information Gathering-Interactive Methods-Interviewing-Joint Application Design-Using Questionnaires-Sampling-Investigation-**Observing a Decision-making behaviour**

Unit V

Agile modeling and prototyping- prototyping – Developing prototype – user’s Role in prototyping Rapid application development – **Agile modeling comparing agile modeling and structured methods**

Suggested Readings:

1. System Analysis and Design by Kendall Kendall (seventh edition)
2. Analysis & Design of information systems by James A. Sen (second edition)
3. Sodzinger Jackson Burd: Systems Analysis & Design.