

(For Batches Admitted From Academic Year 2015-2016)

PRELIMINARY DEFINITIONS AND NOMENCLATURES

- “Autonomous Institute / College” means an institute / college designated as autonomous institute / college by the University Grants Commission (UGC), as per the UGC Autonomous College Statutes.
- “Academic Autonomy” means freedom to a College in all aspects of conducting its academic programs, granted by the University for promoting excellence.
- “Commission” means University Grants Commission.
- “AICTE” means All India Council for Technical Education.
- “University” the Jawaharlal Nehru Technological University Hyderabad.
- “College” means Vardhaman College of Engineering, Hyderabad unless indicated otherwise by the context.
- “Programme” means:
 - Master of Business Administration (MBA) degree programme (OR)
 - PG Degree Programme: MBA
- “Course” or “Subject” means a theory or practical subject, identified by its course – number and course-title, which is normally studied in a semester. For example, **C3001**: Management Fundamentals, **C3009**: Financial Management, etc.

Table1: Course Code Description

First Digit	Second Digit	Third, Fourth and Fifth Digits
Indicates Program	Indicates Regulation	Indicates Course Number
A : B. Tech.	1 : R11	001
B : M. Tech.	2 : R14	002
C : MBA	3 : R15	..
		..

- P – Practical, L - Lecture Hours, T - Tutorials, C - Credits

FOREWORD

The autonomy is conferred on Vardhaman College of Engineering by UGC based on its performance as well as future commitment and competency to impart quality education. It is a mark of its ability to function independently in accordance with the norms set by the monitoring bodies like UGC and AICTE. It reflects the confidence of the UGC in the autonomous institution to uphold and maintain standards it expects to deliver on its own behalf and thus awards Degrees on behalf of the college. Thus, an autonomous institution is given the freedom to have its own **curriculum, examination system and monitoring mechanism**, independent of the affiliating University but under its observance.

Vardhaman College of Engineering is proud to win the credence of all the above bodies monitoring the quality in education and has gladly accepted the responsibility of sustaining, if not improving upon the standards and ethics for which it has been striving for more than a decade in reaching its present standing in the arena of contemporary management education. As a follow up, statutory bodies like Academic Council and Board of Studies are constituted under the guidance of the Governing Body of the College and recommendations of the JNTUH to frame the regulations, course structure and syllabi under autonomous status.

The autonomous regulations, course structure and syllabi have been prepared after a prolonged and detailed interaction with several expertise solicited from academics, industry and research, in accordance with the vision and mission of the college in order to produce quality management graduates for the society.

All the faculty, parents and students are requested to go through all the rules and regulations carefully. Any clarifications, if needed, are to be sought, at appropriate time and with principal of the college, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The Cooperation of all the stake holders is sought for the successful implementation of the autonomous system in the larger interests of the college and brighter prospects of management graduates.

PRINCIPAL



VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

Affiliated to JNTUH, Approved by AICTE, Accredited by NAAC and ISO 9001:2008 Certified

www.vardhaman.org

VISION OF THE COLLEGE:

To aim at inculcating the spirit of high ambitions, healthy attitudes, discipline and multidimensional excellence in the students and strive to mould them to scale new heights and get their mental horizons enlarged through value-based technical education and congenial study environment.

MISSION OF THE COLLEGE:

To sharpen the inherent professional skills of our students to enable them compete in the complex world through our newly evolved quality management system and dedicated staff. The practical oriented education and the research tie-up with industries we provide, tend to promote the intellectual pursuits of the students.

QUALITY POLICY:

Vardhaman College of Engineering strives to establish a system of quality assurance to continuously address, monitor and evaluate the quality of education offered to students, thus promoting effective teaching processes for the benefit of students and making the College a Centre of Excellence for Engineering and Technological studies.

GOALS:

1. To initiate strategic planning process to review its present plans and goals in identifying thrust areas.
2. To tie up with national and international premier organizations for the purpose of exchange of research and innovation through the students and faculty of the Institution.
3. To develop consultancy in all disciplines through alliances with research organizations, government establishments, industries and alumni.
4. To attain status as the provider of quality education and independent research center.
5. To evolve as a Deemed University offering programs of relevance in emerging areas of technology.
6. To achieve 100% placement for students.



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DEPARTMENT OF MANAGEMENT STUDIES

VISION OF DMS

To be an outstanding source that serve as the vital platform to foster a student competent and dynamic to industrial needs.

Further department strives to formulate a tenacious research and teaching atmosphere that responds dynamically to the contemporary issues and obtain managerial solutions.

MISSION OF DMS

Mentor the students to transform and advance in managerial and administrative practices, entrepreneurial skills through brainstorming, cases studies and research work that augment organization performance

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO - I

Students will establish themselves as effective professionals by solving real problems through the use of management science knowledge and with attention to team work, effective communication, critical thinking and problem solving skills.

PEO - II

Students will develop professional skills that prepare them for immediate employment and for life-long learning in advanced areas of management and related fields.

PEO - III

Students will demonstrate their ability to adapt to a rapidly changing environment by having learned and applied new skills and new competencies.

PEO - IV

Students will be provided with an educational foundation that prepares them for excellence, leadership roles along diverse career paths with encouragement to professional ethics and active participation needed for a successful career.

PROGRAM OUTCOMES (POs)

Graduates of the program will possess

- a) Apply conceptual business foundations to solve practical decision-making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.
- b) An ability to develop a systematic understanding of globalization and its impact on people, businesses and the economy.
- c) An ability to demonstrate a critical awareness of current issues (e.g., diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business and management which is informed by leading edged research and practice in the field.
- d) An ability to function effectively on multi-disciplinary teams (**Team work**).
- e) An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution.
- f) Recognize and address ethical issues and values and apply them in organizational settings.
- g) An understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities (**Professional integrity**).
- h) An ability to communicate effectively, both in writing and orally (**Speaking / Writing skills**).
- i) Use information and knowledge effectively: scanning and organizing data, synthesizing and analysing in order to abstract meaning from information, and to share knowledge.
- j) A Knowledge of contemporary issues (**Social awareness**).
- k) An ability to use current techniques, skills, and tools necessary for managerial practice (**Practical managerial analysis skills**).
- l) An integrated knowledge of and demonstrated ability to perform as management professionals, and will be prepared for continued learning throughout their career. Recognition of the need for, and an ability to engage in continuing professional development and life-long learning (**Continuing education awareness**).
- m) An ability to recognize the importance of professional development by pursuing postgraduate studies or face competitive

examinations that offer challenging and rewarding careers in management (**Successful career and immediate employment**).



VARDHAMAN COLLEGE OF ENGINEERING (AUTONOMOUS)

ACADEMIC REGULATIONS

MBA - Two Year PG Program (For Batches Admitted From Academic Year 2015-2016)

For pursuing Two year PG program of study in Master of Business Administration (MBA) offered by **Vardhaman College of Engineering** on Autonomous status and herein after referred to as VCE:

1. APPLICABILITY

All the rules specified herein after and approved by the Academic council shall be in force and applicable to the students admitted from the academic year 2015-2016 onwards. Any reference to “college” in these rules and regulations stands for **Vardhaman College of Engineering**.

2. EXTENT

All the rules and regulations, specified herein after shall be read as a whole for the purpose of interpretation and as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, The Principal, Vardhaman College of Engineering shall be the Chairman, Academic Council.

3. PROGRAM OFFERED

Vardhaman College of Engineering, an autonomous college affiliated to JNTUH, offers Master of Business Administration (MBA) program of study leading to the award of MBA post-graduate degree under the autonomous scheme.

4. ADMISSION

4.1. Admission into first year of two Years MBA degree program of study:

4.1.1. Eligibility

Admission to the MBA degree program shall be made subject to the eligibility, qualifications and specialization prescribed by Telangana State Council of Higher Education TSCHE, Government of Telangana.

Admissions shall be made based on the rank secured in ICET examination conducted by Telangana State Council for Higher Education for allotment of a seat by the Convener, ICET subject to reservations prescribed by the University or policies formed by the Government of Telangana from time to time.

4.2. Admission Procedure:

Admissions are made into the first year of two year MBA program as per the stipulations of Telangana State Council of Higher Education (TSCHE), Government of Telangana.

(a) Category - A seats are filled by the Convener, ICET.

(b) Category - B seats are filled by the Management.

5. MEDIUM OF INSTRUCTION

The medium of instruction and examination is English for all the courses.

6. DURATION OF THE PROGRAM:

6.1 Normal Duration

MBA program extends over a period of two academic years leading to the Post-graduate Degree of

6.2 Maximum Duration

- 6.2.1 The maximum period within which a student must complete a full-time academic program is 4 years for MBA. If a student fails to complete the academic program within the maximum duration as specified above, he / she will be required to withdraw from the program.
- 6.2.2 The period is reckoned from the academic year in which the student is admitted first time in to the degree programme.

7. SEMESTER STRUCTURE:

The College shall follow semester pattern for the two year MBA degree program for conducting all its curricula. An academic year shall consist of two semesters with semester break after first and third and summer break after second semester. Each semester shall be of 21 weeks duration and this period includes time for course work, examination preparation, and conduct of examinations. Each semester shall have a minimum of 90 working days. The academic calendar is shown in Table 1 is declared at the start of the semester.

The first and second semesters shall have the duration to accommodate a minimum of 16 instructional weeks per semester.

Table 1: Academic Calendar

FIRST SEMESTER (21 weeks)	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation & Practical Examinations		1 week
	External Examinations		2 weeks
Semester Break			2 weeks
SECOND SEMESTER (21 weeks)	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation & Practical Examinations		1 weeks
	External Examinations		2 weeks
Summer Vacation			4 weeks

8. CREDIT BASED SYSTEM

All the academic programs under autonomy are based on credit system. Credits are assigned based on the following norms:

- 8.1 The duration of each semester will normally be 21 weeks with 5 days a week. A working day shall have 6 periods each of 60 minutes duration.
- 1 credit per lecture period per week
 - 2 credits for three (or more) period hours of practical
 - 2 credits for industry analysis report and presentation & personal effectiveness seminar
 - 10 credits for project work
- 8.2 The two year curriculum of any MBA programme of study shall have total of 88 credits. The exact requirements of credits for each course will be as recommended by the Board of Studies concerned and approved by the Academic Council.
- 8.3 For courses like industry analysis report and presentation / project work, where formal contact hours

are not specified, credits are assigned based on the complexity of the work to be carried out.

9. METHOD OF EVALUATION

The performance of a student in each semester shall be evaluated subject-wise with a maximum of 100 marks each for theory and 100 marks for practical, on the basis of Internal Evaluation and End Semester Examination.

9.1 Theory Courses

For all lecture based theory courses, the evaluation shall be for 30 marks through internal evaluation and 70 marks through external end semester examination of three hours duration.

Table 3: Method of Evaluation

Continuous Internal Evaluation	Subjective Type Test	20 Marks
	Report Writing / Assignment / Tutorial	10 Marks
External Evaluation	End Semester Examination	70 Marks

9.1.1 Internal evaluation

For theory subjects, during the semester there shall be 2 midterm examinations. Each midterm examination consists of subjective test. The subjective test is for 30 marks, with duration of 2 hours. The Mid-Term Examination question paper shall be set with **five** questions out of which **three** are to be answered. All questions carry equal marks. First midterm examination shall be conducted for I – IV units of syllabus and second midterm examination shall be conducted for the remaining portion. The internal marks shall be computed as the average of the two internal evaluations reduced to 20 marks, of two subjective tests.

Ten marks are earmarked for report writing / assignment. There shall be any two of report writing / assignment in every theory course. Marks shall be awarded considering the average of two report writing / assignment in each course. The purpose of including a Report Writing / Assignment in the curriculum is to enhance the communication skills of the students and give exposure to the students on current trends of business.

9.1.2 External Evaluation

The question paper shall be set externally and valued both internally and externally. The external end semester examination question paper in theory subjects will be for a maximum of 70 marks to be answered in three hours duration. For End-Semester examination, the candidate has to answer any five out of eight questions. Each question carries 14 marks. Each theory course shall consist of eight units of syllabus.

The question paper shall be set externally and evaluated both internally and externally. If the difference between the first and second valuation is less than 15 marks, the average of the two valuations shall be awarded, and if the difference between the first and second valuation is more than or equal to 15 marks, third evaluation will be conducted and the average marks given by all three examiners shall be awarded as final marks.

9.2 Practical

Practical shall be evaluated for 100 marks. 30 marks are distributed for internal examination, the remaining 70 marks will be evaluated by the External examiner. A minimum of 50% of maximum marks shall be obtained to earn the corresponding credits.

9.3 Industry Analysis and Report Presentation

The Industry Analysis and Report Presentation will be done by the candidate at the end of II semester

under the guidance of a faculty member. Annual reports of successive four years of a public limited company can be studied by the student, alternatively database such as prowess of centre for monitoring Indian Economy (CMIE) can be used.

The report shall be made before an evaluation committee comprising of the Head of the Department or his/her nominee, supervisor. 30 marks will be evaluated internally based on continuous evaluation and report presentation. The remaining 70 marks will be evaluated by the External examiner. A minimum of 50% of maximum marks shall be obtained to earn the corresponding credits.

9.4 Personal Effectiveness Seminar

Personal Effectiveness Seminar will be given by the student at the end of II semester under guidance of faculty members. Out of 100 marks of internal evaluation, 30 marks will be for day to day activities of the student and the remaining 70 marks will be awarded for final presentation given by the student.

9.5 Project Work

Every candidate is required to submit dissertation after taking up a topic approved by the Departmental Committee. The project work shall be evaluated for 200 marks out of which 60 marks for internal evaluation and 140 marks for end-semester evaluation. The project work shall be somewhat innovative in nature, exploring the research bent of mind of the student.

The departmental committee (DC) consists of HOD, Supervisor and two senior faculty in the department. The committee monitors the progress of Project Work. The DC is constituted by the Principal on the recommendations of the department Head. Student shall register for the Project work with the approval of Departmental Committee in the IV Semester. The Departmental Committee (DC) shall monitor the progress of the project work.

In IV semester a mid-course review is conducted by Head of the Department and the project supervisor on the progress of work for 30 marks. On completion of the project a second evaluation is conducted for award of internal marks of another 30 marks before the report is submitted making the total internal marks 60.

Three copies of the dissertation certified in the prescribed form by the supervisor and HOD shall be presented to the Department. One copy is to be sent to library, one copy to be with department and one copy is retained with the student.

The Department shall submit a panel of three experts for a maximum of 5 students at a time. However, the examiners for conducting viva-voce examination shall be nominated by the Controller of Examinations, VCE. The External expert evaluate the candidates work for 140 marks. A minimum of 50% of maximum marks shall be obtained to earn the corresponding credits.

The candidates who fail in viva-voce examinations shall have to re-appear the viva-voce examination after three months. If he fails again in the second viva-voce examination, the candidate has to re-register for the Project Work.

10. ATTENDANCE REQUIREMENTS TO APPEAR FOR THE SEMESTER-END EXAMINATION

- 10.1 A student shall be eligible to appear for semester-end examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects in a semester.
- 10.2 Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee.
- 10.3 Shortage of attendance below 65% in aggregate shall in no case be condoned.
- 10.4 Students whose shortage of attendance is not condoned in any semester are not eligible to take their semester-end examination of that class and their registration shall stand cancelled.
- 10.5 A student will not be promoted to the next semester unless he satisfies the attendance requirements

of the current semester. The student may seek readmission for the semester when offered next. He will not be allowed to register for the subjects of the semester while he is in detention. A student detained due to shortage of attendance, will have to repeat that semester when offered next.

- 10.6 A stipulated fee shall be payable towards condonation of shortage of attendance to the College.
- 10.7 Students can be condoned only 2 times in two year MBA programme for shortage of attendance.
- 10.8 Attendance may also be condoned as per the recommendations of academic council for those who participate in prestigious sports, co-curricular and extra-curricular activities provided as per the Govt. of Andhra Pradesh norms in vogue.

11 **ACADEMIC REQUIREMENTS FOR PROMOTION / COMPLETION OF REGULAR MBA PROGRAMME OF STUDY**

The following academic requirements have to be satisfied in addition to the attendance requirements for promotion / completion of regular MBA programme of study.

- i. A student shall be deemed to have satisfied the minimum academic requirements for each theory, and practical, if he secures not less than 40% of marks in the semester-end examination and a minimum of 50% of marks in the sum of the internal evaluation and semester - end examination taken together.
- ii. In case of Industry Analysis and Report Presentation/ labs/personal effectiveness seminar a student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted to each of them if he/she secures not less than 50% of marks.
- iii. In case of project work, a student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted if he/she secures not less than 50% of marks on the aggregate in the internal evaluation and external end-evaluation taken together.
- iv. A student shall register for all the 88 credits and earn all the 88 credits. Grades obtained in all the 88 credits shall be considered for the award of the class based on aggregate of grades (CGPA).
- v. A student who fails to earn 88 credits as indicated in the course structure within **FOUR** academic years from the year of their admission shall forfeit their seat in MBA programme and their admission stands cancelled.
- vi. Students who are detained for want of attendance (or) who have not fulfilled academic requirements (or) who have failed after having undergone the course in earlier regulations (or) have discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same (or) equivalent subjects as and when subjects are offered, and pursue the remaining course work with the academic regulations of the batch into which such students are readmitted. However, all such readmitted students shall earn all the credits of subjects they have pursued for completion of the course.

12. **EVALUATION**

Following procedure governs the evaluation.

- 12.1 Marks for components evaluated internally by the faculty should be submitted to the Controller of Examinations one week before the commencement of the semester-end examinations. The marks for the internal evaluation components will be added to the external evaluation marks secured in the semester-end examinations, to arrive at total marks for any subject in that semester based on which letter grade is given.
- 12.2 Performance in all the courses is tabulated course-wise and will be scrutinized by the Examination Committee and moderation is applied if needed, based on the recommendations of moderation committee and course-wise marks lists are finalized based on which grade lists are prepared.
- 12.3 Student-wise tabulation is done and student-wise memorandum of grades is generated which is issued to the student.

13. SUPPLEMENTARY EXAMINATION

Supplementary examinations for the odd semester shall be conducted with the regular examinations of even semester and vice versa, for those who appeared and failed in regular examinations. Such of the candidates writing supplementary examinations may have to write more than one examination per day.

14. RE-REGISTRATION FOR IMPROVEMENT OF INTERNAL

Following are the conditions to avail the benefit of improvement of internal marks.

- 14.1 The candidate should have completed the course work and obtained examinations results for I & II semesters.
- 14.2 A candidate shall be given one chance for a maximum of Three Theory subjects for Improvement of Internal evaluation marks for which the candidate has to re-register for the chosen subjects and fulfill the academic requirements.
- 14.3 For each subject, the candidate has to pay a fee equivalent to one third of the semester tuition fee and the amount is to be remitted in the form of D.D in favour of the Principal, Vardhaman College of Engineering payable at Hyderabad along with the requisition through the concerned Head of the Department.
- 14.4 In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks as well as the End Examinations marks secured in the previous attempt(s) for the re-registered subjects stand cancelled.

15. RE-EVALUATION

Students shall be permitted for re-evaluation of the end semester examination answer scripts within a stipulated period after payment of prescribed fee.

16. TRANSITORY REGULATIONS

Students who are detained for want of attendance (or) who have not fulfilled academic requirements (or) who have failed after having undergone the course in earlier regulations (or) have discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same (or) equivalent subjects as and when subjects are offered, and pursue the remaining course work with the academic regulations of the batch into which such students are readmitted. A regular student has to satisfy all the eligibility requirements within the maximum stipulated period of four years for the award of MBA Degree.

17. TRANSCRIPTS

After successful completion of the entire programme of study, a transcript containing performance of all academic years will be issued as a final record. Transcripts will also be issued, if required, after payment of requisite fee. Partial transcript will also be issued up to any point of study to a student on request, after payment of requisite fee.

18. AWARD OF DEGREE

The degree will be conferred and awarded by Jawaharlal Nehru Technological University, Hyderabad on the recommendations of the Chairman, Academic Council.

18.1 Eligibility

A student shall be eligible for the award of MBA Degree, if he fulfills all the following conditions:

- i. Registered and successfully completed all the components prescribed in the programme of study to which he is admitted.
- ii. Successfully acquired the minimum required credits as specified in the curriculum corresponding to the branch of study within the stipulated time.
- iii. Obtained not less than 50% of marks (minimum requirement for declaring as passed).

- iv. Has no dues to the college, hostel, and library etc. and to any other amenities provided by the College.
- v. No disciplinary action is pending against him.

18.2 Award of Class

After a student has satisfied the requirement prescribed for the completion of the programme and is eligible for the award of MBA Degree he shall be placed in one of the following three classes Shown in Table 4:

Table 4: Declaration of Class is based on percentage of marks to be secured

Class Awarded	Grades to be Secured	From the aggregate marks secured for the 88 Credits.
First Class with Distinction	>7.75 CGPA	
First Class	= 6.75 to <7.75 CGPA	
Pass Class	= 6.0 to <6.75 CGPA	
Fail	Below 6.0 CGPA	

Sometimes, it is necessary to provide equivalence of percentages and/or Class awarded with *Grade Point Average (GPA)*. This shall be done by prescribing certain specific thresholds in averages for *Distinction, First Class and Second Class*, as in Table 5.

Table 5: Percentage Equivalence of Grade Points (For a 10-Point Scale)

Grade	Grade Points (GP)	Percentage of Marks
O (Outstanding)	10	≥ 80 and above
A+ (Excellent)	9	≥ 70 and < 80
A (Very Good)	8	≥ 60 and < 70
B+ (Good)	7	≥ 55 and < 60
B (Above Average)	6	≥ 50 and < 55
F (Fail)	0	Below 50
AB (Absent)	0	

SEMESTER GRADE POINT AVERAGE (SGPA)

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA (S_i) = \sum (C_i \times G_i) / \sum C_i$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by student in the i^{th} course.

CUMULATIVE GRADE POINT AVERAGE (CGPA)

The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$CGPA = \sum (C_i \times S_i) / \sum C_i$$

Where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester.

19. REGISTRATION

Each student has to compulsorily register for course work at the beginning of each semester as per the schedule mentioned in the Academic Calendar. It is absolutely compulsory for the student to register for courses in time.

20. TERMINATION FROM THE PROGRAM

The admission of a student to the program may be terminated and the student is asked to leave the college in the following circumstances:

- i. The student fails to satisfy the requirements of the program within the maximum period stipulated for that program.
- ii. The student fails to satisfy the norms of discipline specified by the institute from time to time.

21. CURRICULUM

20.1 For each program being offered by the Institute, a Board of Studies (BOS) is constituted in accordance with AICTE / UGC / JNTUH statutes.

20.2 The BOS for a program is completely responsible for designing the curriculum once in three years for that program.

22. WITH-HOLDING OF RESULTS

If the candidate has not paid any dues to the college / if any case of indiscipline / malpractice is pending against him, the results of the candidate will be withheld. The issue of the degree is liable to be withheld in such cases.

23. GRIEVANCES REDRESSAL COMMITTEE

"Grievance and Redressal Committee" (General) constituted by the principal shall deal with all grievances pertaining to the academic / administrative / disciplinary matters. The composition of the complaints cum redressal committee shall be:

Headed by Senior Faculty member
Heads of all departments
A senior lady staff member from each department (if available)

The committee constituted shall submit a report to the principal of the college, the penalty to be imposed. The Principal upon receipt of the report from the committee shall, after giving an opportunity of being heard to the person complained against, submit the case with the committee's recommendation to the Governing Body of the college. The Governing Body shall confirm with or without modification the penalty recommended after duly following the prescribed procedure.

24. MALPRACTICE PREVENTION COMMITTEE

A malpractice prevention committee shall be constituted to examine and punish the students who does malpractice / behaves indiscipline in examinations. The committee shall consist of:

Principal
Subject expert of which the subject belongs to
Head of the department of which the student belongs to
The invigilator concerned
In-charge Examination branch of the college

The committee constituted shall conduct the meeting on the same day of examination or latest by next working day to the incidence and punish the student as per the guidelines prescribed by the J N T University, Hyderabad from time to time.

Any action on the part of candidate at the examination like trying to get undue advantage in the performance at examinations or trying to help another, or derive the same through unfair means is punishable according to the provisions contained hereunder. The involvement of the Staff, who are in charge of conducting examinations, valuing examination papers and preparing / keeping records of documents relating to the

examinations in such acts (inclusive of providing incorrect or misleading information) that infringe upon the course of natural justice to one and all concerned at the examination shall be viewed seriously and recommended for award of appropriate punishment after thorough enquiry.

25. AMENDMENTS TO REGULATIONS

The Academic Council of Vardhaman College of Engineering reserves the right to revise, amend, or change the regulations, scheme of examinations, and / or syllabi or any other policy relevant to the needs of the society or industrial requirements etc., without prior notice.

26. STUDENTS' FEEDBACK

It is necessary for the Colleges to obtain feedback from students on their course work and various academic activities conducted. For this purpose, suitable feedback forms shall be devised by the College and the feedback obtained from the students regularly in confidence, by administering the feedback form in print or on-line in electronic form.

The feedback received from the students shall be discussed at various levels of decision making at the College and the changes/ improvements, if any, suggested shall be given due consideration for implementation.

27. GRADUATION DAY

The College shall have its own annual *Graduation Day* for the award of Degrees to students completing the prescribed academic requirements in each case, in consultation with the University and by following the provisions in the Statute.

The College shall institute Prizes and Awards to meritorious students, for being given away annually at the *Graduation Day*. This will greatly encourage the students to strive for excellence in their academic work.

28. AWARD OF A RANK UNDER AUTONOMOUS SCHEME

28.1 One (1) Merit Rank will be declared only for those students who have been directly admitted in VCE under Autonomous Regulations and complete the entire course in VCE only within the minimum possible prescribed time limit, i.e., 2 years for MBA.

28.2 A student shall be eligible for a merit rank at the time of award of degree in Master of Business Administration, provided the student has passed all subjects prescribed for the particular degree program in first attempt only.

28.3 Award of prizes, scholarships, or any other Honours shall be based on the rank secured by a candidate, consistent with the guidelines of the Donor, wherever applicable.

29. CONDUCT AND DISCIPLINE

29.1 Each student shall conduct himself / herself in a manner befitting his / her association with VCE.

29.2 He / she is expected not to indulge in any activity, which is likely to bring disrepute to the college.

29.3 He / she should show due respect and courtesy to the teachers, administrators, officers and employees of the college and maintain cordial relationships with fellow students.

29.4 Lack of courtesy and decorum unbecoming of a student (both inside and outside the college), wilful damage or removal of Institute's property or belongings of fellow students, disturbing others in their studies, adoption of unfair means during examinations, breach of rules and regulations of the Institute, noisy and unruly behaviour and similar other undesirable activities shall constitute violation of code of conduct for the student.

29.5 **Ragging in any form is strictly prohibited and is considered a serious offence. It will lead to the expulsion of the offender from the college.**

29.6 Violation of code of conduct shall invite disciplinary action which may include punishment such as reprimand, disciplinary probation, debarring from the examination, withdrawal of placement services, withholding of grades / degrees, cancellation of registration, etc., and even expulsion from the college.

- 29.7 Principal, based on the reports of the warden of Institute hostel, can reprimand, impose fine or take any other suitable measures against an inmate who violates either the code of conduct or rules and regulations pertaining to college hostel.
- 29.8 A student may be denied the award of degree / certificate even though he / she have satisfactorily completed all the academic requirements if the student is found guilty of offences warranting such an action.
- 29.9 Attendance is not given to the student during the suspension period.

30. OTHER ISSUES

The quality and standard of engineering professionals are closely linked with the level of the technical education system. As it is now recognized that these features are essential to develop the intellectual skills and knowledge of these professionals for being able to contribute to the society through productive and satisfying careers as *innovators, decision makers and/or leaders* in the global economy of the 21st century, it becomes necessary that certain improvements are introduced at different stages of their education system. These include:

- i. Selective admission of students to a programme, so that merit and aptitude for the chosen technical branch or specialization are given due consideration.
- ii. Faculty recruitment and orientation, so that qualified teachers trained in good teaching methods, technical leadership and students' motivation are available.
- iii. Instructional/Laboratory facilities and related physical infrastructure, so that they are adequate and are at the contemporary level.
- iv. Access to good library resources and Information & Communication Technology (ICT) facilities, to develop the student's *mind* effectively.

These requirements make it necessary for the College to introduce improvements like:

- i. Teaching-learning process on modern lines, to provide *Add-On* Courses for *audit/credit* in a number of peripheral areas useful for students' self development.
- ii. Life-long learning opportunities for faculty, students and alumni, to facilitate their dynamic interaction with the society, industries and the world of work.
- iii. Generous use of ICT and other modern technologies in everyday activities.

31. GENERAL

Where the words "he", "him", "his", "himself" occur in the regulations, they include "she", "her", herself".

Note: Failure to read and understand the regulations is not an excuse.

COURSE STRUCTURE

VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

SYLLABUS

MBA - MASTER OF BUSINESS ADMINISTRATION



REGULATIONS: VCE-15

I SEMISTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C3001	Management Fundamentals	3+1	-	3	30	70	100
C3002	Research Methodology & Statistical Analysis	3+1	-	3	30	70	100
C3003	Managerial Economics	3+1	-	3	30	70	100
C3004	Financial Accounting and Analysis	3+1	-	3	30	70	100
C3005	Business Law & Regulations	3+1	-	3	30	70	100
C3006	Business Environment	3+1	-	3	30	70	100
C3007	Business Communication Lab	-	3	2	30	70	100
C3008	IT for Managers	-	3	2	30	70	100
	TOTAL	18+6	6	22	240	560	800
II SEMISTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C3009	Financial Management	3+1	-	3	30	70	100
C3010	Marketing Management	3+1	-	3	30	70	100
C3011	Human Resource Management	3+1	-	3	30	70	100
C3012	Organizational Behavior	3+1	-	3	30	70	100
C3013	Quantitative Analysis For Business Decisions	3+1	-	3	30	70	100
C3014	Management Information System	3+1	-	3	30	70	100
C3015	Personal Effectiveness – Seminar	-	3	2	100	-	100
C3016	Industry Analysis and Report Presentation	-	3	2	30	70	100
	TOTAL	18+6	6	22	310	490	800

III SEMISTER							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C3017	International Business	3+1	-	3	30	70	100
C3018	Production and Operations Management	3+1	-	3	30	70	100
C3019	Strategic Management	3+1	-	3	30	70	100
	OPEN ELECTIVE	4+1	-	4	30	70	100
	PROFESSIONAL ELECTIVE- I	3+1	-	3	30	70	100
	PROFESSIONAL ELECTIVE- II	3+1	-	3	30	70	100
	PROFESSIONAL ELECTIVE- III	3+1	-	3	30	70	100
	TOTAL	22+7	-	22	210	490	700
IV SEMISTER							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C3037	Entrepreneurship Development	3+1	-	3	30	70	100
	PROFESSIONAL ELECTIVE- IV	3+1	-	3	30	70	100
	PROFESSIONAL ELECTIVE- V	3+1	-	3	30	70	100
	PROFESSIONAL ELECTIVE- VI	3+1	-	3	30	70	100
C3050	Project Work		12	10	60	140	200
	TOTAL	12+4	12	22	180	420	600

VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

SYLLABUS

MBA - MASTER OF BUSINESS ADMINISTRATION

REGULATIONS: VCE-15

OPEN ELECTIVE

Code	Subject
C3020	Cost and Management Accountancy
C3021	Logistics and Supply chain Management
C3022	Total Quality Management
C3023	Technology Management
C3024	National Service Scheme (NSS)
C3051	Intellectual Property Rights

PROFESSIONAL ELECTIVES			
ELECTIVE - I		ELECTIVE – II	
Code	Subject	Code	Subject
C3025	Consumer Behavior and Customer Relationship Management	C3029	Service Marketing Management
C3026	Security Analysis and portfolio Management	C3030	Financial Institutions and Markets
C3027	Training and Development	C3031	Compensation and Reward Management
C3028	Cyber Intelligence	C3032	Enterprise Resource Planning
ELECTIVE - III		ELECTIVE – IV	
Code	Subject	Code	Subject
C3033	Retail Management	C3038	International Marketing
C3034	Financial Risk Management	C3039	Banking and Insurance
C3035	Performance Management	C3040	Industrial Relations
C3036	Information Systems, Control and Audit	C3041	Decision Support System
ELECTIVE – V		ELECTIVE – VI	
Code	Subject	Code	Subject
C3042	Sales and Distribution Management	C3046	Advertising & Brand Management
C3043	International Finance	C3047	Strategic Investment and Finance Decision
C3044	Strategic Human Resource Management	C3048	Change Management
C3045	Data Mining and Data Warehousing	C3049	E – Business

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

MANAGEMENT FUNDAMENTALS

Course Code: **C3001**

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION TO MANAGEMENT: Definition, types of managers, mintzberg managerial roles, functions of management, administration vs. management.

UNIT -II

A Brief History of Management: Classical Theory-Scientific Management, Administrative Theory, Behavioural Theory, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

UNIT – III

Planning: Nature and Importance, Types of planning, Levels of planning, Process – MBO: Process – Advantages and Disadvantages – MBO in Indian Context; Decision making – Significance - Types - Decision making process – Modern Approaches- Evaluating Decisions.

UNIT – IV

Organizing: Nature of organizing- Formal and Informal – Organization levels and span of management- Organizational structure and Process; Departmentation - Modern Organizational Structures – Characteristics; Line and Staff concepts - Delegation, Centralization and Decentralization of authority;

UNIT – V

Staffing: Definition – Human Resource Planning - Principles, Process – Employee Turnover – Recruitment and Selection – Performance Appraisal.

UNIT – VI

Directing: Meaning, Assumptions of Human Behaviour, Theory X and Theory Y; Leadership: Definition, Dimensions – Leader Vs Manager – leadership behavior and styles – Recent approaches to leadership; Managerial Grid.

UNIT – VII

Communication: Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message Transmission Channels.

UNIT – VIII

Controlling: Nature and importance – Process – Feedback system – Requirements for effective control – Control techniques.

TEXT BOOKS:

1. Stephen Robbins, Mary Coulter (2009), *Management*, Prentice Hall of India.
2. Koontz, Weihrich (2009), *Principles of Management*, Tata McGraw Hill, New Delhi.

REFERENCE BOOKS:

1. Meeenakshi Gupta: *“Principles of Management”*, PHI Private Limited, New Delhi, 2009.
2. Udai Pareek Raju (2009), *Management Text and Cases*, Prentice Hall of India.
3. Dilip Kumar Battacharya, *Principles of Management*, Pearson, 2012.
4. V.S.P.Rao, *Management Text and Cases*, Excel, Second Edition, 2012.
5. Deepak Kumar Bhattacharyya, *Principles of Management-text and cases*, Pearson, 2012.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

Course Code: **C3002**

L	T	P	C
3	1	-	3

UNIT - I

RESEARCH METHODOLOGY: Introduction-Topic-Review of Literature-ResearchGaps-ResearchQuestions-Objectives-Hypotheses-Scope of the study-Period of the study-SamplingTechniques-DataCollection-Primarydata-Questionnaire design-Secondary data-Data Analysis-Limitations of the study-Appendix-References.

UNIT - II

STATISTICAL TOOLS: Measures of Central Tendency: Mean, Median and Mode. Measures of Dispersion, Range, Standard deviation and Variance, Coefficient of variation, Measure of Skewness.

UNIT - III

INDEX NUMBERS: Laspeyres's index, Paasche's index, Fischer's ideal index, time reversal factor reversal tests.

UNIT - IV

CORRELATION AND REGRESSION ANALYSIS: Method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.

UNIT - V

TIME SERIES ANALYSIS: Time series, utility of time series, components of time series. Measurement of trend through method of least squares, moving averages, and graphical methods.

UNIT - VI

STATISTICAL INFERENCE – I : Introduction to null hypothesis vs. alternative hypothesis, type I error and type II errors , critical region, procedure for testing of hypothesis , tests of hypothesis for single mean, difference of means.

UNIT - VII

STATISTICAL INFERENCE – II : Test of hypothesis for the single proportion and Difference of proportions

UNIT - VIII

STATISTICAL INFERENCE – III : Tests of significance for small samples, application, t-test, ANOVA-one way and two way classifications and Chi-square test, F test, association of attributes and inferences.

TEXTBOOK

1. Glyn Davis & Branko Pecar, "Business Statistics Using Excel" Oxford University Press, 2012.

REFERENCES:

2. J.K.Sharma "Business Statistics-Problems and Solutions" Pearson,2010.
3. P.N.Arora "Comprehensive Statistics Methods" S.Chand,2012.
4. Sharma"Business Statistics" Pearson,2012.
5. Donald R Cooper et.al. Business Research Methods, TMH, 11/e2013.
6. Zikmund, Business Research Methods, Cengage, 2012.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

MANAGERIAL ECONOMICS

Course Code: **C3003**

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION TO ECONOMICS: Economic and non-economic activities, definition, nature and scope of managerial economics, functions of managers - decision making and forward planning, objective of firms - traditional (profit maximization), modern (sales and revenue maximization) and behavioral (utility maximization) theories, value maximization vs profit maximization. Economic optimization -constrained and unconstrained optimization problems.

UNIT - II

THEORIES OF DEMAND : Demand Analysis -meaning and determinants of demand, law of demand and exceptions to the law. Elasticity of demand –price, income, cross and promotional elasticity of demand. Methods of measurement of elasticity.

UNIT - III

FORECASTING OF DEMAND & SUPPLY: Meaning, purpose, significance and methods of demand forecasting, features of a good forecasting method. Supply analysis -meaning and determinants of supply, law of supply and elasticity concepts.

UNIT - IV

PRODUCTION ANALYSIS: Theory of production -Meaning and factors of production, production function with one variable input (law of variable proportion), with two variable inputs (law of returns to scale).

UNIT – V

COST ANALYSIS & BREAKEVEN ANALYSIS: Theory of cost -different cost concepts and different relations between cost and output in short run and long run. Managerial uses of revenue and cost concepts (break-even point).

UNIT - VI

MARKET ANALYSIS & PRICING: Classification of markets (location, time and competition based markets), equilibrium price and output determination in perfect market, monopoly, oligopoly and monopolistic markets. Pricing methods and strategies

UNIT - VII

MACRO CONCEPTS FOR BUSINESS DECISIONS: National income -concept and various methods of measurements, inflation - types and causes of inflation, measurement of inflation, Philips curve and steps to control inflation.

UNIT - VIII

BUSINESS CYCLES & PROFIT THEORIES: Causes and measures to control business cycles. Theories of profit.

TEXT BOOKS:

1. Petersen Craig. H (2009), *Managerial Economics*, 4th edition, Pearson Education.

REFERENCE BOOKS:

1. Dean, Joel (2009), *Managerial Economics*, Prentice Hall of India.
2. Trivedi M.L, Jhinghan. M. L (2009), *Managerial Economics, Theory and Applications*, Tata McGraw Hill, New Delhi.
3. G. Sunitha (2010), *Managerial Economics*, student helpline Publishing House Private Limited, Hyderabad.
4. Mithani. D. M (2009), *Principles of Economics*, Himalaya Publishing House.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

FINANCIAL ACCOUNTING AND ANALYSIS

Course Code: **C3004**

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION TO ACCOUNTING: Importance, objectives and principles, accounting concepts and conventions, and the Generally Accepted Accounting Principles (GAAP).

UNIT - II

THE ACCOUNTING PROCESS: Overview, books of original record, journal and ledger, trial balance, classification of capital and revenue expenses, final accounts with adjustments.

UNIT - III

VALUATION OF FIXED ASSETS: Tangible vs. intangible assets, advantages and limitations of depreciation, depreciation of fixed assets and methods of depreciation.

UNIT - IV

INVENTORY VALUATION: Inventory control, objectives methods of inventory valuation (LIFO, FIFO, HIFO, simple average, weighted average)

UNIT - V

ISSUE OF SHARES AND DEBENTURES: Entries for issue of shares, forfeiture and re issue of forfeited shares. Issue of shares at discount and premium, issue and redemption of debentures, Meaning of redemption, redemption out of capital and profits.

UNIT - VI

FINANCIAL ANALYSIS-I: Statement of changes in working capital, funds from operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of funds flow statement.

UNIT - VII

FINANCIAL ANALYSIS -II: Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements. Liquidity, leverage, solvency and profitability ratios, DU pont chart, a case study on ratio analysis.

UNIT - VIII

ACCOUNTING STANDARDS ISSUED BY ICAI: (Focus on importance of standards to give a general view on financial accounting practices), creative financial practices and issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

TEXT BOOKS:

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari (2009), *Financial Accounting*, Vikas Publishing House Private Limited, New Delhi.

REFERENCE BOOKS:

1. S. P. Jain, K. L. Narang (2009), *Financial Accounting*, 10th edition, Kalyani Publication, New Delhi.
2. R. Narayanaswamy (2008), *Financial accounting: A managerial perspective*, Prentice Hall of India.
3. Ambrish gupta (2009), *Financial Accounting Management - An Analytical Perspective*, Pearson Education.
4. S. E. V. Subrahmanyam (2011), *Financial Accounting and Analysis*, student helpline Publishing House Private Limited, Hyderabad.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

BUSINESS LAW AND REGULATIONS

Course Code: C3005

L	T	P	C
3	1	-	3

UNIT – I

LAW OF CONTRACT - 1872: Nature of contract and essential elements of valid contract, offer and acceptance, consideration, capacity to contract and free consent. Discharge of contracts, remedies for breach of contract.

UNIT – II

LAW OF AGENCY – How agency is constituted, Appointment of agents, classification of agents, rights, duties and liabilities of agent and principal, termination of agency.

UNIT – III

CONTRACT OF SALES ACT – 1930: Definition of goods, document of the title to goods, property, Sale and agreement to sell, essentials of a valid sale, agreement to sell, hire purchase agreement, conditions and warranties, performance of contract of sale.

UNIT - IV

NEGOTIABLE INSTRUMENT ACT - 1881: Definition and characteristics of negotiable instrument, Promissory note – definition and essential elements, Bills of exchange - definition and essential elements, Cheque – definition and essential elements, types of cheques, Parties to negotiable instruments – holder and holder in due course, discharge of parties from liability.

UNIT – V

CONSUMER PROTECTION ACT – 1986: Objects and reasons, meaning of consumer, Goods, Service, Consumer dispute, complainant, unfair trade practice, Consumer disputes redressal agencies – District forum, State commission and National Commission.

UNIT - VI

COMPANIES ACT - 1956: Definition, characteristics of a company, Registration and certification of incorporation – procedure and effects of incorporation, Company Meeting – General meetings, class meetings, meetings of creditors and debenture holders, meetings of directors or Board meeting.

UNIT - VII

COMPANY MANAGEMENT: Appointment of Directors – Board meetings, Central Government, proportional representations, Removal of Directors – Shareholders, Central Government, Company Law Board, Powers, rights, duties and liabilities of directors, Winding of Company .

UNIT - VIII

DIRECT TAX: Income Tax Act-1961- important provisions of Income Tax Act - Assessment year, Assesses, Gross total income, Procedure for advanced payment of tax and tax deducted source salary and other than salary.

TEXT BOOKS:

1. K.R. Bulchandani (2008), *Business law for management*, 5th edition, Himalaya Publishing Private Limited, New Delhi.
2. N. D. Kapoor (2009), *Mercantile Law*, sultan chand & sons, New Delhi.

REFERENCE BOOKS:

1. Akhileshwar patahak (2009), *Legal aspects of business*, 3rd edition, Tata Mc graw Hill, New Delhi, India.
2. Tulsani (2008), *Business law*, Tata Mc graw Hill, New Delhi.
3. Sivaram Prasad (2011), *Business Law*, student helpline Publishing House Private Limited, Hyderabad.
4. K. R. Bulchandani (2006), *Business Law for Management*, Himalaya Publishing House, New Delhi

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

BUSINESS ENVIRONMENT

Course Code: C3006

L	T	P	C
3	1	-	3

UNIT – I

INDUSTRIAL POLICIES: A brief review of industrial policies since independence, industrial policy of 1991 and recent developments, policy on foreign direct investment in Indian industry, policy on public private partnerships.

UNIT - II

REGIONAL TRADE BLOCKS: ASEAN, NAFTA, SAARC, and BRICS, GATT, - genesis and functions.

UNIT - III

FISCAL POLICY: Public revenues, public expenditure, public debt, development activities financed by public expenditure, an evaluation of recent fiscal policy of government of India, highlights of budget.

UNIT - IV

MONETARY POLICY: Demand and supply of money, objectives of monetary and credit policy, recent trends, Role of finance commission.

UNIT - V

INDIA'S TRADE POLICY: Magnitude and direction of Indian international trade, bilateral and multi lateral trade agreements, EXIM policy, and role of EXIM bank.

UNIT - VI

BALANCE OF PAYMENTS: Structure, major components, causes for disequilibrium in balance of payments, correction measures. Impact of new economic policy on BOP, recent trends.

UNIT - VII

WORLD TRADE ORGANIZATION: Nature and scope, organization and structure, trading blocks, role and functions of WTO in promoting world trade, principles followed, agreements in the Uruguay round including TRIPS, TRIMS, and GATS. Disputes settlement mechanism, dumping and anti dumping measures, critical review of WTO functioning.

UNIT - VIII

MONEY MARKETS AND CAPITAL MARKETS: Features and components of Indian financial systems, objectives, features and structure of money markets and capital markets, reforms and recent development, stock exchanges, investor protection and role of SEBI.

TEXT BOOKS:

1. Francis Cherunilam (2009), *International Business: Text and Cases*, Prentice Hall of India.

REFERENCE BOOKS:

1. K. V. Sivayya, V. B. M Das (2009), *Indian Industrial Economy*, Sultan Chand Publishers, New Delhi, India.
2. Sundaram, Black (2009), *International Business Environment Text and Cases*, Prentice Hall of India, New Delhi, India.
3. Chari. S. N (2009), *International Business*, Wiley India.
4. E. Bhattacharya (2009), *International Business*, Excel Publications, New Delhi.
5. N. Gunanath Naidu (2010), *Business Environment*, Studentshelpline Publishing House Private Limited, Hyderabad.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

BUSINESS COMMUNICATION LAB

Course Code: **C3007**

L	T	P	C
-	-	3	2

LIST OF EXERCISES:

1. **FEATURES OF INDIAN ENGLISH:** Correction of sentences, structures, tenses, ambiguity, idiomatic distortions
2. **INFORMAL CONVERSATION VS FORMAL:** Expression verbal and non - verbal communication, barriers to effective communication, kinetics
3. **TYPES OF COMMUNICATION:** Oral, aural, writing and reading, word power, vocabulary, jargon, rate of speech, pitch, tone clarity of voice
4. **MANAGEMENT PRESENTATIONS:** Types of presentation, video conferencing, participation in meetings, chairing sessions
5. **FORMAL AND INFORMAL INTERVIEWS:** Ambience and polemics, interviewing in different settings and for different purposes e.g. eliciting and giving information, recruiting, performance appraisal
6. **WRITTEN COMMUNICATION:** Differences between spoken and written communication, features of effective writing such as clarity brevity, appropriate tone clarity, balance etc. GMAT, TOEFL models
7. **LETTER WRITING:** Business letters, pro forma culture, format, style, effectiveness, promptness, analysis of sample letters collected from industry, email, fax
8. **BUSINESS AND TECHNICAL REPORT WRITING:** Types of reports, progress reports, routine reports, annual reports, format, analysis of sample reports from industry, synopsis and thesis writing

REFERENCE BOOKS:

1. Andre J. Rutherford (1992), *Basic Communication Skills for Technology*, Pearson Education Asia, New Delhi.
2. J Katyayani, B Sudhir (2011), *Business Communication and Soft Skills*, Studentshelpline Publishing House Private Limited, Hyderabad.
3. RK Madhukar (2009), *Business Communication*, Vikas Publishing House Private Limited, New Delhi.
4. Rajendra Pal, J. S. Korlahhi (2008), *Essentials of Business Communication*, Sultan Chand and Sons, New Delhi.
5. Edmund H. weiss (2009), *Writing Remedies - Practical Exercises for Technical Writing*, Universities Press, Hyderabad.

VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

IT FOR MANAGERS

Course Code: **C3008**

L	T	P	C
-	-	3	2

The Objective of this laboratory course is to provide hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS. The exposure to PROWESS developed by Centre for Monitoring Indian Economy is with a view to make students aware of data bases of Indian Companies and enables them to work on mini projects and think of topic for their final year project.

LIST OF EXERCISES:

1. **COMMUNICATION MEDIA:** Types of network, net work topologies, network protocols, introduction to internet e-mail
2. **MS ACCESS:** Tables and queries, MS power point – introduction, creation of slides.
3. **EXPERIMENTS COVERING BASICS OF SQL:** PL/SQL, SQL statements, views, joins, constraints, operators, indexes, functions.
4. **PL/SQL BLOCK STRUCTURES:** Procedures, practice exercises using SQL statements on the following aspects employee payroll data, purchase order of a book company, inventory management.
5. **OVERVIEW OF MS-EXCEL FEATURES:** Creating worksheet, entering and editing text, entering and editing formulas. Hands on experience with prowess of CMIE and a few simple exercises on ratio analysis using the package.
6. **OVERVIEW OF SPSS:** Uses, data analysis, making students / learn familiar with main menu and other features of SPSS package.
7. Exercises on SPSS package
8. **EXERCISES:**
Test-1: Creating and Editing a Data File.
Test-2: Cross Tabulation and chi-Square Analyses.
Test-3: The one-way ANOVA procedure: one-way Analysis of variance.
Test-4: Bi-variate Correlation: Bi-variate correlation, partial correlations and the correlation matrix. Test-Test-5: Multidimensional scaling.

REFERENCE BOOKS:

1. Peter Norton (2008), *Introduction to Computers*, 8th edition, Tata McGraw Hill, New Delhi.
2. Madana Mohana. R (2011), *Information Technology*, Studentshelpline Publishing House Private Limited, Hyderabad.
3. V. Rajaraman (2009), *Introduction to Information Technology*, Prentice Hall of India.
4. Efraim Turban, R. Kelly Rainer, Richard E. Potter (2006), *Introduction to Information Technology*, Wiley – India.
5. Ron Mansfield (2008), *Working in Microsoft Office*, Tata McGraw Hill, New Delhi.
6. Scott Urman, Ron Hardman (2009), *Oracle Database10g, PL/SQL Programs*, Tata McGraw Hill, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

II SEMESTER

FINANCIAL MANAGEMENT

Course Code: **C3009**

L	T	P	C
3	1	-	3

UNIT – I

INTRODUCTION: Nature, scope and objectives of financial management, profit maximization vs wealth maximization. EPS maximization, finance functions, financial planning and forecasting, role of financial manager, time value of money - present value, future value of money and the basic valuation models.

UNIT - II

CAPITAL BUDGETING: Nature and techniques of capital budgeting - payback period, accounting rate of return. Discounted cash flow techniques-net present value, profitability index and internal rate of return, cases in capital budgeting.

UNIT - III

COST OF CAPITAL: Concept and measurement of cost of capital, debt vs equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital, importance of cost of capital in capital budgeting decisions.

UNIT - IV

CAPITAL STRUCTURE: Factors affecting capital structure, theories of capital structure (NI, NOI, MM and traditional approach), capital structure vs financial structure, financial leverage, operating leverage and composite leverage .EBIT- EPS analysis.

UNIT - V

DIVIDEND DECISION AND VALUATION OF THE FIRM: Factors affecting dividend policy, dividend and valuation of the firm, the basic models, MM hypothesis, declaration and payment of dividends, bonus share, rights issue, share splits, reverse split, Walter model and Gordon model.

UNIT - VI

WORKING CAPITAL MANAGEMENT: Components of working capital, gross vs net working capital, determinants of working capital, operating cycle approach, estimation of working capital, financing of working capital through bank finance and trade credit, recommendations of tandon and daheja committee on working capital, cases.

UNIT - VII

MANAGEMENT OF CURRENT ASSETS - I: Management of cash, basic strategies for cash management, cash budget, and cash management techniques process.

UNIT - VIII

MANAGEMENT OF CURRENT ASSETS II: Marketable securities - characteristics selection criteria, marketable securities alternatives - management of receivables and management of inventory.

TEXT BOOKS:

1. Prasanna Chandra (2009), *Financial Management*, Tata McGraw Hill, New Delhi.
2. Khan, Jain (2009), *Financial Management*, Tata McGraw Hill, New Delhi.

REFERENCE BOOKS:

1. MacMillan, Jim (2009), *Financial Management*, Oxford University Press, New Delhi.
2. Paresh P. Shah (2009), *Financial Management*, Wiley India, New Delhi.
3. James C. Van Horne (2009), *Financial Management and Policy*, Prentice Hall of India, New Delhi, India.
4. Vyuptakesh Sharn (2009), *Fundamentals of Financial Management*, Pearson Education, New Delhi, India.

VARDHAMAN COLLEGE OF ENGINEERING

II SEMESTER

MARKETING MANAGEMENT

Course Code: C3010

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION TO MARKETING: Understanding marketing management, developing marketing strategies and plans, marketing concept, product concept, experience concept, service concept, green marketing, efficiency vs. effectiveness, limitations of marketing concepts, marketing orientation and business performance, gathering information and scanning environment.

UNIT - II

MARKETING RESEARCH: Need for marketing research, types of marketing research, stages of marketing research, marketing environment, customer value proposition, customer satisfaction and value, customer retention, consumer profitability, emerging dimensions of marketing, Indian and global perspective.

UNIT - III

SEGMENTATION: Non segmented markets, purpose of segmentation, types of segmentation, targeting and positioning. Segmentation and market entry, target market selection, strategies of target marketing, analyzing business market, analyzing consumer market and market segmentation.

UNIT - IV

MARKETING MIX - I: Creating customer value, satisfaction and loyalty, product management, business product and consumer product, technology products, commodity products, customized products, product line and product mix, managing product line and brands.

UNIT - V

PRODUCT LIFE CYCLE: PLC excessive product variants, product line portfolios, product recalls, setting product strategies. Pricing strategies, methods of pricing factors influencing pricing decisions, pricing cues, consumption and pricing, price sensitivity, price imitating price changes, price wars, product mix pricing, ingredient branding, packaging and labeling strategies, direct marketing.

UNIT - VI

MARKETING MIX - II: Designing and managing services, marketing strategies for service firms, distinctive characteristics of services, customer relationship, communicating value, role of marketing communication, developing effective communication, marketing communication mix, managing the integrated marketing communication process, managing mass communication.

UNIT - VII

CHANNELS OF DISTRIBUTION: Distribution designing, marketing channels and value networks, importance and role of distribution in marketing, channel design decision, channel management decisions, channel integration systems, e-commerce, conflict cooperation and competition, retailing, wholesaling, logistics.

UNIT - VIII

MANAGING PERSONAL COMMUNICATION: Word of mouth, designing sales force, direct marketing techniques, internet marketing, new product options and development, development to commercialization, consumer adoption process, tapping global markets, developed vs developing markets, managing holistic marketing organization, socially responsible marketing, internal marketing, global marketing, rural consumer behavior, pricing and distribution decisions, future of marketing. Effective communication and promotional mix, managing advertising, personal selling, sales promotion, public relations, publicity.

TEXT BOOKS:

1. V. S. Ramaswamy, S. Namakumari (2009), *Marketing management: global perspective, Indian context*, Macmillan, New Delhi.
2. Philip Kotler (2009), *Marketing Management*, Pearson Education, Asia.

REFERENCE BOOKS:

1. Rajan Saxena (2009), *Marketing Management*, Tata McGraw Publishing Company, New Delhi.
2. W. J. Stanton, Michael J. Etzel, Bruce J. Walker (2009), *Fundamentals of Marketing*, McGraw Hill International, New Delhi.
3. Kotler (2009), *Marketing Management*, 11th edition, Prentice Hall of India.
4. Czinkota (2009), *Marketing Management*, Vikas Publishers, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

II SEMESTER

HUMAN RESOURCE MANAGEMENT

Course Code: **C3011**

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION TO HRM: Objectives of HRM, HR objectives, HR activities, challenges of HRM, job analysis and design, uses of job analysis, methods of data collection, job description and specifications, job design, job redesign, job rotation, job enlargement, job enrichment.

UNIT - II

HR PLANNING: Strategic and human resource planning, HR planning process, HR information systems, assessment of HR requirements, HR functions and policies.

UNIT - III

RECRUITMENT AND SELECTION: The recruitment process, methods of recruiting, realistic job preview, challenges of recruiting. Selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, reference and background verification, medical evaluation, job offer, induction and placement.

UNIT - IV

TRAINING AND DEVELOPMENT: Introduction to training, the training process, training methods, management development, individual, group, organizational techniques, evaluation of training and development.

UNIT - V

PERFORMANCE APPRAISAL: The appraisal process, methods and potential problems in performance evaluation, the appraisal interview, the feedback interview, the role of appraisal in managing performance, career planning and development.

UNIT - VI

COMPENSATION: Objectives, influences on compensation, compensation and motivation, job evaluation - simple ranking, job grading, point systems and factor comparison system, human relations effects of job evaluation.

UNIT - VII

MANAGING INDUSTRIAL RELATIONS: Components of industrial relation, trade unions, functions of trade unions, employee participation, Significance of industrial relations.

UNIT - VIII

INTEGRATION: Quality of work life, quality circles, industrial disputes - causes and remedial measures, collective bargaining. The management of conflict - sources of grievances, the grievance procedure, guidelines for handling grievances, welfare services, separation.

TEXT BOOKS:

1. Biswajeet Pattnayak (2009), *Human Resource Management*, Prentice hall of India, New Delhi.

REFERENCE BOOKS:

1. Aryasri, A. V. V Raju (2010), *Human Resources Management*, Students Helpline Publishing House Private Limited, Hyderabad.
2. Venkata Raman C. S, Srivastiva B. K(2009), *Personnel Human Resource Management*, Tata Mc Graw Hill, New Delhi.
3. Cynthia D. Fisher, Lyle F. Schoenfeld (2009), *Human Resource Management*, Wiley India, New Delhi, India.
4. Jyothi (2009), *Human Resource Management*, Pearson Education, New Delhi.
5. R. Wayne Mondy, Robert M. Noe (2009), *Human Resource Management*, Pearson Education, New Delhi, India.

VARDHAMAN COLLEGE OF ENGINEERING

II SEMESTER

ORGANIZATIONAL BEHAVIOR

Course Code: **C3012**

L	T	P	C
3	1	-	3

UNIT - I

NATURE AND IMPORTANCE OF ORGANIZATIONAL BEHAVIOR: Foundation of O.B.; Conceptual Model for O.B. – Organization System in Global Environment – Importance of Interpersonal Skills, Challenges & Opportunities for O.B., Developing O.B. Model – Approaches to O.B.

UNIT - II

INDIVIDUAL BEHAVIOR – Diversity – Biographical Characteristics Ability – Implementing Diversity Management – Strategies – Attitudes & Job Satisfaction.

UNIT - III

PERSONALITY: Theories of Personality – Perception – Process of Perception – Perception & Individual Decision Making – Motivation from concepts to Applications.

UNIT - IV

GROUP BEHAVIOR – Foundations of Group Behavior – Defining and Classifying Groups – Stages of Group Development – Group Properties – Roles – Norms – Status, Size and Cohesiveness – Group Decision Making – Understanding Work Teams – Types of Teams – Creating Effective Teams.

UNIT - V

LEADERSHIP THEORIES: Leadership Theories – Challenges to Leadership Construct – Finding and Creating Effective Leaders – Power & Politics.

UNIT - VI

MOTIVATION THEORIES: Maslow's Hierarchy of Needs, Two- factor theory of Motivation, Alderfer's ERG theory, McClelland's need based Motivational Model, Douglas McGregor Theories of X and Y.

UNIT - VII

FOUNDATION OF ORGANIZATIONAL STRUCTURE: Nature of organizing, organizational levels and span of control and types of span of control, factors determining span, organizational structure, departmentation and types of departmentation, making organizing effective.

UNIT - VIII

ORGANIZATIONAL CULTURE AND CLIMATE: Conflicts management, Organization Change & Stress Management – Self Management – Managing Careers.

TEXT BOOKS:

1. Stephen P. Robbins, Timothy (2012), *Organization Behaviour*, Ed. 14, Pearson Publications.
2. Mirza S Saiyadain (2011), *Organisation Behaviour*, TMH, New Delhi
3. Aryasri & VSP Rao (2009), *Management and Organisational Behaviour*, Excel Publications.

REFERENCE BOOKS:

1. Kavitha Singh (2009), *Organisational Behaviour*, Pearson Publications
2. Aswathappa (2009), *Organisational Behaviour*, Himalaya Publications
3. John M. Ivancevich (2009), *Organisational Behaviour & Management*, TMH, New Delhi
4. Koontz, Weihrich & Aryasri (2009), *Principles of Management*, TMH, New Delhi
5. Luthans, Fred (2009), *Organisational Behaviour*, 11/e, McGraw Hill, 2009.
6. Pierce and Gardner (2009), *Management and Organisational Behaviour: An Integrated Perspective*, Cengage
7. Deepak Kumar Bhattacharyya (2012), *Principles of Management-text and cases*, Pearson

VARDHAMAN COLLEGE OF ENGINEERING

II SEMESTER

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Code: **C3013**

L	T	P	C
3	1	-	3

UNIT - I

Introduction: Nature and scope of Operations research :Origins of OR ,Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and shortcomings of using an OR model.

UNIT - II

Linear Programming Method I : Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method.

UNIT - III

Linear Programming Method II: simplex method, two phase method, BIG-M method, converting primal LPP to dual LPP, Limitations of LPP.

UNIT - IV

Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by MODI Method, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

UNIT - V

Assignment Model I: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem.

UNIT - VI

Assignment Mode II: Travelling salesman problem, simplex method for solving assignment problem.

UNIT - VII

Decision Theory: Introduction, ingredients of decision problems. Decision making—under uncertainty, cost of uncertainty, under risk, under perfection formation, decision tree, construction of decision tree

UNIT - VIII

Queuing Theory: Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

TEXT BOOKS:

1. J.K.Sharma, "Operations Research: Theory and applications, 5thedition, Macmillian, 2013.

REFERENCE BOOKS:

1. Anand Sharma, "Quantitative Techniques for Decision Making",HPH,2010
2. R.Panner selvam: Operations Research,PHI,3rdrevisededition,2012
3. Prem Kumar Gupta "Introduction to OperationsResearch"S.Chand,2012.
4. K.LSchgel "Quantitative Techniques and Statistics",2012.
5. Hillier /Lieberman: Introduction to operations research,9thedition,TMH,2012

VARDHAMAN COLLEGE OF ENGINEERING

II SEMESTER

MANAGEMENT INFORMATION SYSTEM

Course Code: **C3014**

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION :Definition, Significance of MIS, Nature and Scope of MIS, Structure and classification of MIS, Information and systems concept, information systems for competitive advantage.

UNIT - II

BUSINESS APPLICATION OF INFORMATION SYSTEM: .E-Commerce, DSS, Business intelligence, knowledge management system.

UNIT - III

STRATEGIC AND PROJECT PLANNING FOR MIS: General business planning, appropriate MIS response, MIS planning-general, MIS planning-details.

UNIT - IV

INTRODUCTION TO ERP: Overview of ERP, MRP, MRP-II and evaluation of ERP, integrated management systems, reasons for the growth of ERP, business modeling, integrated data model, foundations of IS in business, obstacles of applying IT, ERP market.

UNIT - V

ERP MODULES: Finance, Accounting system, manufacturing and production system, sales and distribution system, human resource system, plant maintenance system, material management system, quality management system, ERP system options and selection, ERP proposal evaluation.

UNIT - VI

BENEFITS OF ERP: Reduction of lead time, on time shipment, reduction in cycle time, improved resource utilization, better customer satisfaction; improve supplier performance, increased flexibility, reduced quality cost, improved information accuracy and design making capabilities.

UNIT - VII

BUILDING OF INFORMATION SYSTEM: System Development stages, System Development Approaches, Systems Analysis and Design, Requirement determination, strategies for requirement determination.

UNIT - VIII

ERP IMPLEMENTATION AND MAINTENANCE: Implementation strategy options, features of successful ERP implementation, strategies to attain success, user training, maintaining ERP and IS

TEXT BOOKS:

1. D P Goyal (2010), Management Information Systems – Managerial Perspective, 3rd ed. MacMillian.

REFERENCE BOOKS:

1. Jawadekar (2012), *MIS Text and Cases*, TMH, New Delhi, India.
2. Alexis Leon, (2006), *ERP (Demystified)*, TMH, New Delhi, India.

VARDHAMAN COLLEGE OF ENGINEERING

II SEMESTER

PERSONAL EFFECTIVENESS - SEMINAR

Course Code: C3015

L	T	P	C
-	-	3	2

Course Aim:

The aim of this course is to enable students develop soft skills necessary for employability of MBA students.

Learning Outcome: Students at the end of the course would be able to:

1. Loose fear of public speaking and feel confident about them-selves.
2. Participate in group discussions.
3. Face interviews.
4. Gain communication skills and be able to convince their view point to the superiors, peers and subordinates.
5. Time management skills to efficiently manage time in meeting deadlines in modern day organizations.
6. Life style management skills to grow in modern day organization and succeed in their chosen careers.
7. Help students to confidently face and succeed in the corporate selection processes.
 - Presentations
 - Group Discussions
 - Overcoming fear of facing Interviews
 - Time Management
 - Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

REFEERENCES:

1. Sherfeild: Developing Soft skills-Pearson Education-2013.
2. Murphy: Effective Business communication, 7/e, TMH, 2013.
3. Colin BEARD: Experiential Learning, Kogan Page, 2013.
4. Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

INTERNATIONAL BUSINESS

Course Code: **C3017**

L	T	P	C
3	1	-	3

UNIT - I

THE STRUCTURE AND STRATEGY OF INTERNATIONAL BUSINESS: An overview of international business environment, International Business strategies of the firm, profiting from global expansion. Pressures for cost reductions and local responsiveness.

UNIT - II

STRATEGIC CHOICES: THE ORGANIZATION OF INTERNATIONAL BUSINESS: Control systems and incentives - entry strategy and strategic alliances – Theory of global competitiveness alignment, mapping competitiveness shifts.

UNIT - III

MANAGING TECHNOLOGY AND KNOWLEDGE IN INTERNATIONAL OPERATIONS: Problems of control in an international company – Designing an international control system – Understanding Technology – Technology transfer – Knowledge in Organizations – The Process of knowledge management in International Organizations –Negotiations and Decision making across borders and cultures.

UNIT - IV

MERGERS AND ACQUISITIONS (M & A): Implications for India for the practice of global leadership in business. Ethics and Social Responsibilities of International Firms- International ethical codes of conduct –Cross Cultural, Cross Religion and Cross Racial Issues.

UNIT - V

ROLE OF MULTI NATIONAL ENTERPRISES (MNEs): How MNE's exploit market imperfections – seeking markets, efficiency and knowledge – MNE's and life cycle of product – The MNE's and competitive advantage of nations – Regulatory environment of MNE's – Guidelines for Managers of MNE's - Areas of particular concern to MNE's

UNIT - VI

MULTINATIONAL BANKRUPTCY: Cross Border Liability and Trade Disputes – Protection of Intellectual Property – Trade-offs between business abroad and national security / foreign policy at home – Role of Indian MNE's in International Business – Hidden Values and responsibilities to stake holders.

UNIT - VII

INTERNATIONAL ECONOMIC INSTITUTIONS AGENCIES AND AGREEMENTS REGIONAL TRADING ARRANGEMENT : The European Union and NAFTA – Bilateral Trade laws, Multilateral Trade laws – An overview of GATT / WTO, IMF and World Bank Group, UNCTAD, ILO, Regional Economic Integration – Trade Areas and Economic Unions – OPEC – Commercial policy implications of customs union – International Economic Policies - Policy Implications of barriers to trade - Debate on Trade policy i.e. free trade verses protectionism – The China Syndrome - impact of International Economic Institutions and Agencies.

UNIT - VIII

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.

TEXT BOOKS:

1. John Daniels, Lee H Rade baugh (2011), *International Business*, Pearson Education, New Delhi.

REFERENCE BOOKS:

1. Hodgetts, Luthans Doh (2010), *International Management*, Tata Mcgraw hill, New Delhi.
2. K Aswathappa (2010), *International Business, 4th Ed.*, Tata Mcgraw hill, New Delhi.

3. Stuart Wall, Bronwen Rees, Sonal Minocha (2009), *International Business, 3rd Ed.*, Pearson Education, New Delhi.
4. Pradip N. Khandwalla (2009), *Lifelong creativity - an unending fest*, Tata Mcgraw hill, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: **C3018**

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION: Overview of production and operation management (POM), functions, historical development of POM, POM scenario today, product and process design, product and process development, manufacturing process technology, value analysis.

UNIT - II

FACILITIES MANAGEMENT: Location of facilities, layout of facilities, optimization of product / process layout.

UNIT - III

AGGREGATE PLANNING: Preparation of aggregate demand forecast, specification of organizational policies for smoothing capacity utilization, determination of feasible production alternatives and determination of optimal production strategy.

UNIT - IV

SCHEDULING: Scheduling in job, shop type production, shop loading, assignment and sequencing, scheduling in mass, line of balance, methods of production control, world class production.

UNIT - V

WORK STUDY: Method study, work measurement, work design, job design, work sampling, industrial engineering techniques.

UNIT - VI

QUALITY MANAGEMENT: Introduction to Quality Management, Economics of quality assurance, inspection and quality control, control charts for variables and control charts for attributes, acceptance sampling, and ISO 9000 series standards. Six sigma.

UNIT - VII

PERT & CPM: Drawing networks diagram, identifying critical path, Estimation of project time, project crashing, optimum cost and optimum duration.

UNIT - VIII

MATERIAL MANAGEMENT: Costs associated with inventory, economic order quantity, ABC analysis, material requirement planning, just in time production, quality circles.

TEXT BOOKS:

1. Chary S.N (2009), *Production and Operation Management*, Tata McGraw Hill, New Delhi.
2. Upendra Kachru (2009), *Operation Management*, Excel Publications, New Delhi.

REFERENCE BOOKS:

1. Adam E. E, Ebert R.J (2009), *Production and Operation Management*, 6th edition, Prentice Hall of India.
2. J. Katyayani (2010), *Production Management*, Students Helpline Publishing House Private Limited, Hyderabad.
3. Chunnawala (2009), *Production and Operation Management*, Himalaya Publications, Mumbai.
4. Rogerto Russel, Taylor (2009), *Production and Operations Management*, 4th edition, Prentice Hall of India.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

STRATEGIC MANAGEMENT

Course Code: C3019

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION: Concepts in strategic management, strategic management process, developing a strategic vision, mission, objectives, policies factors that shape a company's strategy, environmental scanning.

UNIT - II

INDUSTRY AND COMPETITIVE ANALYSIS: Methods, evaluating company resources and competitive capabilities. SWOT analysis - value chain analysis and competitive advantage.

UNIT - III

TOOLS AND TECHNIQUES FOR STRATEGIC ANALYSIS: Porter's five force model, BCG matrix, GE model, TOWS matrix, IE matrix, the grand strategy matrix. Market life cycle model and organizational learning, impact matrix and the experience curve, generic strategies, strategy formulation.

UNIT - IV

TYPES OF STRATEGIES: Offensive strategy, defensive strategy, exit and entry barriers tailoring strategy to fit specific industry and company situations.

UNIT - V

STRATEGY IMPLEMENTATION: Strategy and structure, strategy and leadership, strategy and culture connection, operational sing and institutionalizing strategy, strategies for competing in globalsing markets and internet economy, organizational values and their impact on strategy, resource allocation as a vital part of strategy planning systems for implementation.

UNIT - VI

TURNAROUND STRATEGIES: Turnaround strategy, management of strategic change, strategies for mergers, acquisitions, takeovers and joint ventures.

UNIT - VII

DIVERSIFICATION STRATEGIES: Diversification strategy, why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

UNIT - VIII

STRATEGY EVALUATION AND CONTROL: Establishing strategic controls for measuring performance appropriate measures, role of the strategist, using qualitative and quantitative benchmarking to evaluate performance, strategic information systems, problems in measuring performance, guidelines for proper control, strategic surveillance, strategic audit, strategy and corporate evaluation and feedback in the Indian and international context.

TEXT BOOKS:

1. V.S.P. Rao, Hari V. Krishna (2009), *Strategic Management*, Excel Books, New Delhi.

REFERENCE BOOKS:

2. Saloner (2009), *Strategic Management*, Wiley- India, New Delhi.
3. Fred R David (2009), *Strategic Management Concepts and Cases*, Prentice Hall of India.
4. Gregory Dess, G. T. Lumpkin (2009), *Strategic Management - Creating Competitive Advantage*, Tata Mcgraw Hill, New Delhi.
5. Azhar Kazmi (2009), *Business Policy and Strategic Management*, Tata Mcgraw Hill, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

COST AND MANAGEMENT ACCOUNTANCY (Open Elective)

Course Code: C3020

L	T	P	C
4	1	-	4

UNIT - I

INTRODUCTION: Management accounting vs. Cost accounting vs. financial accounting, role of accounting information in planning and control.

UNIT - II

COST CONCEPTS AND CLASSIFICATION OF COSTS: Types of Cost, Cost analysis and control- direct and indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate.

UNIT - III

COSTING FOR SPECIFIC INDUSTRIES: Unit costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter process profits.

UNIT - IV

MARGINAL COSTING: Introduction, application of marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.

UNIT - V

BREAKEVEN ANALYSIS: Application of BEP for various business problems. Breakeven Chart, Assumption and Limitations of BEA.

UNIT - VI

BUDGETARY CONTROL: Budget - Different types of budgets - Flexible budget, sales budget, cash budget, production budget, master budget, performance budgets, material vs. purchase budgets, zero based budgeting, Budgetary control, steps in budgetary control.

UNIT - VII

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, sales and profit variance.

UNIT - VIII

INTER FIRM COMPARISON & AUDIT: Inter firm comparison - need for inter firm comparison, types of comparisons, advantages, Introduction to cost audit and management audit.

TEXT BOOKS:

1. S. P Jain, K. L. Narang (2009), *Cost and Management Accounting*, Kalyani Publications, New Delhi, India

REFERENCE BOOKS:

1. Colin Drury (2009), *Management and Cost Accounting*, Cengage Learning, India.
2. Sankar Reddy (2010), *Cost and Management Accounting*, Students Helpline Publishing House Private Limited, Hyderabad.
3. Sharma, Shashi. K. Gupta (2009), *Management Accounting*, Kalyani Publications, New Delhi.
4. M. N. Arora (2009), *Cost Accounting*, Vikas Publications, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

(Open Elective)

Course Code: C3021

L	T	P	C
4	1	-	4

UNIT – I

Introduction to Supply Chain Management: Concept, Objectives, Scope and Functions of Supply Chain; Process view of a Supply Chain. **Supply Chain Drivers** - Facilities, Inventory, Transportation, Information, Sourcing, Pricing; Obstacles to Achieve Strategic fit; Role of Aggregate Planning in Supply Chain, Methods and Managing Supply and Demand.

UNIT - II

Logistics Management: Introduction, Difference between Logistics and Supply Chain; Inbound, Inter and Outbound Logistics; Integrated Logistics Management; 3PL, 4PL, Intermodal and Reverse Logistics. **Supply Chain Customer Service** - The Marketing and Logistics interface, Customer Service and Customer Retention, Service-Driven Logistics System, Setting customer Service Priorities and Service Standards.

UNIT – III

BENCH MARKING: Objectives, Bench marking Cycle, Process and types, Setting Bench marking Priorities.

UNIT - IV

Sourcing in Supply Chain: Role of Sourcing in Supply Chain Management, Supplier Scoring and Assessment; Supplier Selection and Controlling; The Procurement process, Sourcing Planning and Analysis; Global Sourcing.

UNIT – V

Network design in Supply Chain: The role of distribution in the Supply Chain Management, factors influencing distribution network design; Transportation Fundamentals: The role of Transportation in Supply Chain, Factors influencing Transportation Decisions, Modes of transportation, Transportation documentation.

UNIT - VI

Coordination in Supply Chain: Introduction, Lack of Supply Chain Coordination and the Bullwhip effect, Impact of Lack of Coordination, Obstacles to Coordination in Supply Chain, Managerial levers to achieve Coordination.

UNIT - VII

IT in Supply Chain: The role of IT in the Supply Chain, The Supply Chain IT framework; CRM, Internal SCM, SRM; The future of IT in Supply Chain, Supply Chain IT in Practice.

UNIT VIII

Global Logistics and Global Supply Chain: Logistics in Global Economy, Change in Global Logistics, Global Supply Chain business process; Global Strategy; Global Purchasing, Global SCM.

TEXT BOOK

1. K.Sridhara butt, “*Logistics and Supply Chain management*”, Himalaya Publishers, New Delhi, 2009

REFERENCES

1 Sunil Chopra and Peter Meindl, “ *Supply Chain Management: Strategy, Planning & Operations*”, Pearson Education, New Delhi, 2004.

2 Donald J Bowerfox and David J Closs, “ *Logistics Management: The integrated Supply Chain Process*”, TMH, 2003.

- 3 D.K.Agarwal, "*Logistics and Supply Chain management*", Mc millan Publishers, 2011.
4. B.Rajasekhar, Acharyulu, "*Logistics and Supply Chain management*", Excel Books, New Delhi, 2009.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

TOTAL QUALITY MANAGEMENT (Open Elective)

Course Code: C3022

L	T	P	C
4	1	-	4

UNIT - I

Introduction to Quality: Origin, growth, Quality Philosophies and frameworks, Dimensions of Quality, Quality Planning, Quality costs.

UNIT - II

TQM Concepts and Principles: Introduction to TQM, Implementing TQM Systems, Approaches, Barriers, Role and responsibilities of management.

UNIT – III

Continuous improvement:-Quality circles, Quality Function Deployment.

UNIT - IV

TQM Methods, Tools and Techniques: Models for Quality Improvement, Quality Improvement Tools, Problem Solving, Root Cause Analysis, Cause and Effect analysis, Failure Mode and Effect Analysis.

UNIT - V

Variation:-Types of Variation, Methods of Measurement, Variation in Production Systems, Variation in Service Systems, An Overview of Supplier Quality Assurance Systems, Process Capability and Control, Inspection, Testing, Reliability.

UNIT - VI

Statistical Quality Control: Statistical Process Control, Control Charts (Problems). Acceptance Sampling- Types of Sampling plans.

UNIT - VII

Quality System: ISO series as a system, principles & objectives of ISO-9000, procedure for registration and certification of ISO, Indian Quality System-Quality Awards and Marks ISI etc.

UNIT – VIII

Case Study: Benchmarking, six sigma, CMM levels.

TEXT BOOK

1. Bester Field: *“Total Quality Management”*, Pearson Education, New Delhi, 2006.
2. B.Janakiraman, R.K.Gopal: *“Total Quality Management: Text and Cases”*, PHI Learning, New Delhi.

REFERENCES

1. P.L.Jain: *“Quality Control and Total Quality Management”*, Tata McGraw Hill, New Delhi, 2006.
2. R.Kesavan: *“Total Quality Management”*, I.K.International Publication.
3. Evans R.James, *“Total Quality Management organization and strategy”*, 4th Edition.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

TECHNOLOGY MANAGEMENT (Open Elective)

Course Code: C3023

L	T	P	C
4	1	-	4

UNIT - I

THE PROCESS OF TECHNOLOGICAL INNOVATION: The need for a conceptual approach, technological innovation as a conversion process, factors contributing to successful technological innovation, strategies for research and development.

UNIT - II

STRATEGIES FOR RESEARCH AND DEVELOPMENT: R&D as a business, resource allocation to R&D, R&D strategy in the decision making process, selection and implementation of R&D strategy. R & D and competitive advantage, new product development, techniques for creative problem solving.

UNIT - III

FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT PROJECTS: The need for cost effectiveness, R&D financial forecasts, risk as a factor in financial analysis, project selection formulae, allocation of resources, DCF and other techniques of evaluating R&D ventures.

UNIT - IV

RESEARCH AND DEVELOPMENT: Programme planning and control, portfolio planning. Project planning and control, project termination, resource allocation and management.

UNIT - V

NEW PRODUCT DEVELOPMENT: New product development as a competitive strategy, for developing new products, commercialization of research outcomes.

UNIT - VI

Industrial design: Product architecture and design for manufacture, developing indigenous substitute for raw materials.

UNIT – VII

TECHNOLOGICAL FORECASTING FOR DECISION MAKING: The definition of technological forecasting, forecasting system inputs and outputs, classification of forecasting techniques, organization for technological forecasting, current status.

UNIT-VIII

TRANSFER OF TECHNOLOGY: Modes of technology, price of technology transfer, negotiation for price of MOT.

TEXT BOOKS:

1. Tarek Khalil (2009), Management of technology- the key to competitiveness and wealth creation, Mc Graw Hill, Boston.

REFERENCE BOOKS:

1. Krishnamacharyulu, Lalitha (2009), Management of technology, Himalaya Publishing House, New Delhi.
2. V. K. Narayanan (2009), Management technology and innovation for competitive Advantage, Pearson Education, New Delhi, India.
3. White (2009), The management of technology and innovation, Cengage, India.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

NSS SYLLABUS FOR HONOURS/PASS/GENERAL COURSES

(Open Elective)

Course Code: C3024

L	T	P	C
4	1	-	4

Unit-01: Introduction and Basic Concepts of NSS

- History, philosophy, aims & objectives of NSS
- Emblem, flag, motto, song, badge etc.
- Organizational structure, roles and responsibilities of various NSS functionaries

Unit-02: NSS Programmes and Activities

- Concept of regular activities, special camping, Day Camps
- Basis of adoption of village/slums, Methodology of conducting Survey
- Financial pattern of the scheme
- Other youth prog./schemes of GOI
- Coordination with different agencies
- Maintenance of the Diary

Unit-03: Understanding Youth

- Definition, profile of youth, categories of youth
- Issues, challenges and opportunities for youth
- Youth as an agent of social change

Unit-04: Community Mobilisation

- Mapping of community stakeholders
- Designing the message in the context of the problem and the culture of the community
- Identifying methods of mobilization
- Youth-adult partnership

Unit-05: Volunteerism and Shramdan

- Indian Tradition of volunteerism
- Needs & importance of volunteerism
- Motivation and Constraints of Volunteerism
- Shramdan as a part of volunteerism

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

INTELLECTUAL PROPERTY RIGHTS (Open Elective)

Course Code: C3051

L T P C

4 1 - 4

UNIT - I

INTRODUCTION TO INTELLECTUAL PROPERTY: Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.

UNIT - II

TRADE MARKS: Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting and evaluating trademarks, trade mark registration process.

UNIT - III

LAW OF COPY RIGHTS : Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law.

LAW OF PATENTS: Foundation of patent law, patent searching process, ownership rights and transfer.

UNIT - IV

TRADE SECRETS: Trade secrete law, determination of trade secretes status, liability for misappropriations of trade secrets, protection for submission, and trade secrete litigation.

UNFAIR COMPETITION: Misappropriation right of publicity, false advertising.

UNIT - V

GEOGRAPHICAL INDICATIONS: Introduction to geographical indication, Geographical indication protection, Importance to protect geographical indications.

UNIT - VI

INDUSTRIAL DESIGNS: Introduction to industrial design, industrial designs protection, Kinds of protection provided to industrial designs, Rights to owner of industrial designs.

UNIT - VII

OVERVIEW OF BIOTECHNOLOGY AND INTELLECTUAL PROPERTY: Biotechnology Research and Intellectual Property Rights Management, Licensing and Enforcing Intellectual Property, Commercializing Biotechnology Invention.

UNIT - VIII

NEW DEVELOPMENT OF IPR: New developments in Intellectual Property at International and National level. Intellectual property audits.

TEXT BOOKS:

1. Deborah. E. Bouchoux 4th Edition (2012), *Intellectual property*, Cengage learning, India.
2. T. M Murray and M.J. Mehlman, *Encyclopedia of Ethical, Legal and Policy issues in Biotechnology*, John Wiley & Sons 2000

REFERENCE BOOKS:

1. Prabudda ganguli (2003), *Intellectual property right*, Tata McGraw Hill Publishing company Ltd., India.
2. P.N. Cheremisinoff, R.P. Ouellette and R.M. Bartholomew, *Biotechnology Applications and Research*, Technomic Publishing Co., Inc. USA, 1985
3. P. Narayanan; *Law of Copyright and Industrial Designs*; Eastern law House, Delhi, 2010

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

CONSUMER BEHAVIOR AND CUSTOMER RELATIONSHIP MANAGEMENT (PROFESSIONAL ELECTIVE – I)

Course Code: C3025

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION TO CONSUMER BEHAVIOUR: Evolution of consumer behavior, understanding consumers and market segments, consumer behavior and marketing strategy, psychographic dimensions, consumer motivation, perception, personality, information processing, attitude formation and attitude change.

UNIT - II

SOCIAL AND CULTURAL ENVIRONMENT: Economic, demographic, cross cultural and socio-cultural influences, social stratification, reference groups and family influences, personal influence.

UNIT - III

COMMUNICATION AND CONSUMER BEHAVIOUR: Components of communications process, designing persuasive communication and diffusion of innovations, models of buyer behavior, Howard model, Howard- Sheth model, EKB model, Webster and wind model and Sheth industrial buyer behavior model.

UNIT - IV

CONSUMER DECISION PROCESSES: High and low involvement, pre-purchase processes, purchase, post purchase processes, consumption and evaluation, brand loyalty and repeat purchase behavior.

UNIT - V

CONSUMERISM: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT - VI

CONSUMER PROTECTION: Consumer protection act 1986, central consumer protection council, state consumer protection councils, consumer disputes Redressal agencies, consumer disputes Redressal forum, national consumer disputes Redressal commission.

UNIT - VII

CUSTOMER RELATIONSHIP MANAGEMENT: Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM programme.

UNIT - VIII

CUSTOMER LOYALTY: Concept of customer loyalty, customer value assessment, customer retention strategies, CRM in services, E- CRM.

TEXT BOOKS:

1. N. Venkat Rao, P. Naga Raju (2011), *Consumer Behaviour*, Students Helpline Publishing House Private Limited, Hyderabad.
2. Leen G. Schiffman, L. H. Kanuk (2009), *Consumer Behaviour*, Pearson Education, India.

REFERENCE BOOKS:

1. Hawkins, Best, Coney (2009), *Consumer Behaviour Building Marketing Strategy*, Tata McGraw Hill, New Delhi.
2. Henry Assael (2009), *Consumer Behaviour*, Willey India, New Delhi.
3. Deon (2009), *Buyer Behaviour*, Oxford University Press, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (PROFESSIONAL ELECTIVE – I)

Course Code: C3026

L	T	P	C
3	1	-	3

UNIT - I

INVESTMENT AND SEBI: The investment environment, classification and functions of financial markets and financial instruments. Securities and Exchange Board of India

UNIT - II

PORTFOLIO THEORY AND CAPITAL MARKET THEORY: The returns and risks from investing, Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model, asset pricing models, the capital asset pricing model, arbitrage pricing theory.

UNIT - III

FIXED INCOME SECURITIES (BOND): Analysis, valuation and management, interest rates, measuring bond yields, bond pricing theorems, convexity, duration, passive bond management and active bond management strategies, bond immunization.

UNIT - IV

EQUITY ANALYSIS VALUATION AND MANAGEMENT: Discounted cash flow techniques, balance sheet analysis, dividend discount models, intrinsic value and market price, the P/E ratio or earnings multiplier approach, economic value added (EVA) the passive and active strategy.

UNIT - V

SECURITY ANALYSIS: fundamental analysis- economic analysis, industry and company analysis, technical analysis.

UNIT - VI

DERIVATIVES: Overview of derivative markets, option markets, option strategies, and option valuation, future markets, strategies and pricing, stock index futures, interest rate futures, swaps contracts.

UNIT - VII

PORTFOLIO MANAGEMENT: Mutual funds, growth of mutual funds in India, structure. Performance evaluation of mutual funds, performance measurement with changing portfolio composition.

UNIT - VIII

PERFORMANCE EVALUATION OF PORTFOLIOS: Sharpe model, Jensen's model and treynor's model for portfolio evaluation.

TEXT BOOKS:

1. Punithavathy Pandian (2009), *Security Analysis and Portfolio Management*, Vikas Publishing House Private Limited, New Delhi.
2. Donald E. Fischer, Ronald J. Jordan (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.

REFERENCE BOOKS:

1. Prasanna Chandra (2009), *Investment Analysis and Portfolio Management*, Tata McGraw Hill, New Delhi.
2. Tanuja (2011), *Security Analysis and Portfolio Management*, Students helpline Publishing House Private Limited, Hyderabad.
3. S. Kevin (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.
4. Bhalla. V. K (2009), *Investment Management*, S. Chand publications, New Delhi.
5. Preeti Singh (2009), *Investment Management*, Himalaya Publishers, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

FINANCIAL RISK MANAGEMENT (PROFESSIONAL ELECTIVE – III)

Course Code: C3034

L	T	P	C
3	1	-	3

UNIT - I

INTRODUCTION TO RISK MANAGEMENT: Elements of uncertainty, Sources of risk, Types of risk, Implications of various risks for firm and limitations of risk management.

UNIT - II

CORPORATE RISK MANAGEMENT: Total risk and Expected cash flows, Evolution of risk management. Approaches to risk management, Risk Management process, Risk management guidelines, and Risk management in practice, Costs due to Risk.

UNIT - III

INTRODUCTION TO DERIVATIVES: Historical perspective, Types of Derivatives & Features, Derivatives Trading in India, Exchanges, the Mechanics of derivative.

UNIT – IV

DERIVATIVES MARKETS: Introduction, The role of clearinghouses, Participants of Derivatives market and trading techniques. Concept of Credit Derivatives, **Hedging Tools:** Forwards, Futures, Options, Swaps and Hybrids.

UNIT - V

FUTURES: The fundamentals of futures contract; Overview, Types of futures, Mechanics of future trading, Major characteristics, Exchange organization, Trading process, Pricing Models, Hedging and Speculation with Commodity futures, Interest rate futures, Currency futures and Stock Index futures. Optimal hedge ratio, Pricing of Index Futures Contracts, Stock Index Arbitrage, Applications of Index Futures and Beta Management.

UNIT - VI

OPTIONS: Overview, Generic options, factors affecting option prices, Types of options; Interest rate options, Currency options and Trading strategies, Option pricing models, Options on futures contracts.

UNIT - VII

Elementary Investment strategies, Complex Investment Strategies, Covered Call Writing, Protective Put, Straddles and Strangles, Spreads, Evaluation of Option Based Investment Strategies, Risk Associated with Options, Options Sensitivities.

UNIT - VIII

SWAPS: Evolution of swap market, Swap terminology and structures of standard coupon and currency swaps, Motivations underlying swaps; other types of swaps: Commodity Swaps and Equity Swaps, Mechanics of swap transactions, Application and Limitations of swaps.

TEXT BOOK

1. Introduction to Futures & Options Hull, John C. Prentice Hall
2. Commodity and Financial derivatives, S. Kevin, PHI

REFERENCES

1. Options and Futures Dubufsky, David A. McGrawHill
2. Futures and Options Edwards, Franklin R / M, Cindy W. McGrawHill
3. Financial Derivatives Redhed, Keith. Prentice Hall India

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

PERFORMANCE MANAGEMENT (PROFESSIONAL ELECTIVE – III)

Course Code: C3035

L	T	P	C
3	1	-	3

UNIT - I

PERFORMANCE MANAGEMENT: Concept, objectives, scope, and emerging significance of PMS, performance management system cycle.

UNIT - II

PERFORMANCE PLANNING: Performance monitoring and coaching, performance measurement and team work, performance linked reward and development plan.

UNIT - III

GOAL SETTING AND PERFORMANCE TARGETS: Performance planning, linking individual and team goals to organizational goals.

UNIT - IV

PERFORMANCE ANALYSIS: Objectives, factors influencing performance analysis, key result areas, key performance areas, key performance indicators.

UNIT - V

PERFORMANCE MEASUREMENT: Modern methods of performance appraisal, 360 - degree appraisal, behavioral anchored rating scales (BARS), self-appraisal, assessment centers, potential appraisal, and balance score card, HR score card.

UNIT - VI

ENHANCING EMPLOYEE PERFORMANCE: Employee counseling need, process, forms of counseling, pre requisites for effective counseling, performance review counseling (PRC).

UNIT - VII

ENHANCING EMPLOYEE PERFORMANCE: Competency mapping, identification of skill gap.

UNIT - VIII

ANNUAL STOCK TAKING: Mentoring employee development, rewards and recognition, team performance.

TEXT BOOKS:

1. Prem Chadha (2003), *Performance Management*, Macmillan India, New Delhi.

REFERENCE BOOKS:

1. T. P. Surya Chandra Rao, A. S. Roopa (2011), *Performance Management*, Students helpline Publishing House Private Limited, Hyderabad.
2. Kandula (2009), *Performance Management*, Prentice Hall of India, New Delhi, India.
3. V. S. P. Rao (2006), *Human Resource Management*, 2nd edition, Excel Books, New Delhi.
4. T. V. Rao (2008), *Performance Management and Appraisal Systems*, Response Publishers, New Delhi.
5. Dinesh K. Srivastava (2005), *Strategies for performance management*, Excel Books, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

III SEMESTER

INFORMATION SYSTEMS, CONTROL AND AUDIT (PROFESSIONAL ELECTIVE – III)

Course Code: **C3036**

L	T	P	C
3	1	-	3

UNIT - I

OVERVIEW OF INFORMATION SYSTEM AUDITING: Effect of computers on internal controls, effects of computers on auditing, foundations of information systems auditing, conducting an information systems audit.

UNIT - II

THE MANAGEMENT CONTROL FRAMEWORK-I: Introduction, evaluating the planning function, evaluating the leading function, evaluating the controlling function, systems development management controls, approaches to auditing systems development, normative models of the systems development process, evaluating the major phases in the systems development process, programming management controls, data resource management controls.

UNIT - III

THE MANAGEMENT CONTROL FRAMEWORK-II: Security management controls, operations management controls, quality assurance management controls.

UNIT - IV

THE APPLICATION CONTROL FRAMEWORK-I: Boundary controls, input controls, communication controls.

UNIT - V

THE APPLICATION CONTROL FRAMEWORK-II: Processing controls, database controls, output controls.

UNIT - VI

EVIDENCE COLLECTION: Audit software, code review, test data, and code comparison, concurrent auditing techniques, interviews, questionnaires and control flowcharts. Performance management tools.

UNIT - VII

EVIDENCE EVALUATION: Evaluating asset safeguarding and data integrity, evaluating system effectiveness, evaluating system efficiency. Information systems audit and management, managing the information systems audit function.

UNIT - VIII

Case Study on information security and systems organizations.

TEXT BOOKS:

1. Ron Weber (2009), *Information Systems Control and Audit*, Pearson Education, India.
2. James A. Hall (2008), *Information Auditing and Assurance*, Cengage Learning, New Delhi.

REFERENCE BOOKS:

1. Davis (2007), *Information Technology Auditing*, Tata Mcgraw Hill, New Delhi.
2. S. A. Kelkar (2009), *Software Project Management*, Prentice Hall of India, New Delhi.
3. Royce (2006), *Software Project Management*, Pearson Education, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

ENTREPRENEURSHIP DEVELOPMENT

Course Code: C3037

L	T	P	C
3	1	-	3

UNIT – I

ENTREPRENEURSHIP: Characteristics, qualities of an Entrepreneur, functions of entrepreneur, forms of entrepreneurship. Creativity and the Business idea – Sources of new ideas, methods of generating ideas, creative problem solving, Opportunity Recognition – product planning and development process, E-commerce and Business start-up, Role of Entrepreneurship in Economic Development.

UNIT - II

LEGAL ISSUES FOR ENTREPRENEUR: Legal Issues in setting up the Organization – Intellectual property – Patent, Trademark, Copyright and trade secret. Rights of intellectual property owner, Issues related to patent, trademark and copyright infringement, Licensing, Product Safety and Liability, Insurance and Contract.

UNIT - III

PROJECT MANAGEMENT AND APPRAISAL: Meaning, classification of project, Project selection process, Project life cycle. Project Report – Definition, content of project report, Project Appraisal – Definition, methods of Project appraisal, Significance of project appraisal.

UNIT - IV

INSTITUTIONAL SUPPORT: Financing Institutions – IDBI, NABARD, SIDBI and IFCI, Promoting Institutions – DICs, NSIC, SIDO, Industrial Estates and KVICs.

UNIT - V

ENTREPRENEURIAL STRATEGY: New Entry – Meaning, Generation of New entry opportunity, Assessing the attractiveness of new entry opportunity, Entry strategy for new entry exploitation, Risk reduction strategies for new entry exploitation.

UNIT - VI

INTRODUCTION TO BUSINESS ETHICS: Definition of Ethics, necessity for business ethics, basic principles in ethics, nature and theory of ethics, need for ethical guideline, salient issues in ethics and commerce, ethics as a luxury, earlier attempts at ethics in industry, justification for ethics, corporate climate audits.

UNIT - VII

UNDERSTANDING CORPORATE GOVERNANCE: Corporate governance, Capitalism at crossroads, Historical perspective of corporate governance, issues of corporate governance, Theoretical basis of corporate governance, corporate governance mechanisms, corporate governance models, Indian governance model, Good corporate governance, corporate governance committees, OECD principles, Indian committee, the confederation of Indian industry's initiative.

UNIT - VIII

CORPORATE SOCIAL RESPONSIBILITY: System concept of business society, social responsibility, social responsibility tools, approaches to ethics, corporate social accountability, business in a social world ethics and social responsibility, professional ethics, ethics of practicing company secretaries, ethical investing.

TEXT BOOKS:

1. Robert D. Hisrich, Michael P. Peters, Decin A. Shepherd(2009), *Entrepreneurship*, Tata Mc Graw Hill, New Delhi.

REFERENCE BOOKS:

1. Fernando A.C. (2009), *Corporate Governance: Principles, Policies and Practices*, Pearson Education, New Delhi.
2. Ronald D Francis, Mukti Mishra, *Business ethics An Indian Perspectives*, Tata McGraw-Hill, New Delhi.
3. Bholanath Dutta (2009), *Entrepreneurship*, Excel Publication, New Delhi, India.
4. Mathew, J. Manimala (2009), *Entrepreneurship Theory at the Crossroads*, Wiley India, New Delhi, India.
5. N. Venkat Rao (2011), *Entrepreneurship and good governance*, Students Helpline Publishing House Private Limited, Hyderabad.
6. Tabarrok (2009), *Entrepreneurial Economics*, Oxford University Press, New Delhi.
7. Jain (2009), *Hand Book of Entrepreneurs*, Oxford University Press, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

INTERNATIONAL MARKETING (PROFESSIONAL ELECTIVE – IV)

Course Code: C3038

L	T	P	C
3	1	-	3

UNIT - I

INTERNATIONAL MARKETING: Scope and significance of international marketing, the strategic importance of international marketing, difference between international and domestic marketing. Need for international trade, trends in foreign trade. International market environment, business customs in international market.

UNIT - II

CANALIZING AND TARGETING INTERNATIONAL MARKET OPPORTUNITIES: Regional market characteristics, marketing in transitional economies and third world countries, international market segmentations and targeting.

UNIT - III

INTERNATIONAL MARKET ENTRY STRATEGIES: Indirect exporting, domestic purchasing, direct exporting, foreign manufacturing strategies without direct investment, foreign manufacturing strategies with direct investment. Entry strategies of Indian firms.

UNIT - IV

INTERNATIONAL PRODUCT MANAGEMENT: International product positioning, product saturation levels in global markets, international product life cycle, geographic expansion, strategic alternatives. New products in international marketing, product in culture, brands in international market.

UNIT - V

INTERNATIONAL MARKETING CHANNELS: Channels, distribution structures, distribution patterns, factors effecting choice of channels challenges in managing an international distribution strategy, selecting foreign country market intermediaries. The management of physical distribution of goods.

UNIT - VI

PRICING AND PROMOTION FOR INTERNATIONAL MARKETS: Environmental influences on pricing decisions, grey market goods, transfer pricing, global pricing, policy alternatives.

UNIT - VII

GLOBAL PROMOTION: Global promotional mix, advertising, personal selling and sales promotion strategies for global markets, public relations and publicity, sponsorship promotion.

UNIT - VIII

EXPORT POLICY DECISIONS OF A FIRM: EXIM policy of India, export costing and pricing, export procedures and export documentation, export assistance and incentives in India. Global trade fairs and exhibitions. Internet as a marketing tool in global marketing.

TEXT BOOKS:

1. Keegan (2009), *Global marketing management*, Pearson Education, India.

REFERENCE BOOKS:

1. Philip R. Cateora, John L. Graham (2009), *International Marketing*, Tata Mc graw Hill, New Delhi.
2. R. Aryasri, S. D Naidu (2011), *International Marketing*, Students helpline Publishing House Private Limited, Hyderabad.
3. Dana Nicoleta Lasca (2009), *International Marketing*, Wiley India, New Delhi.
4. Vasudeva (2006), *International Marketing*, Excel Publications, New Delhi.
5. Francis cherunillum (2009), *International marketing*, Himalaya Publications, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

BANKING AND INSURANCE (PROFESSIONAL ELECTIVE – VI)

Course Code: C3039

L	T	P	C
3	1	-	3

UNIT - I

BASICS OF BANKING AND THE INDIAN PICTURE: Origin of Banks, Meaning and definition of Banks, Features of a Bank, Types/kinds of banks, the history of Indian Banking Industry.

UNIT - II

BANKING CONTENT: Legal Aspects of Banking Operations, Cash laws on responsibility of paying /collecting banker Indemnities /guarantees-scope and application-obligations of a banker-precautions and rights-laws relating to bill finance, LC and Deferred payment guarantees

UNIT - III

BANKING LAW: Valuation of securities-modes of charging securities-lien, pledge, mortgage, hypothecation , registration of firms/companies, creation of charge and satisfaction of charge, Banking related laws, Provisions of Bankers Book Evidence Act, Special features of recovery of Debt due to banks and Financial Institutions Act, 1993, The securitization and reconstruction of Financial Assets and Enforcement of Security Interest Act,2002.

UNIT - IV

INTRODUCTION TO INSURANCE: Meaning, definition, nature, functions, evolution of insurance, general principles or essentials of insurance contract, specific principles of insurance contract, miscellaneous principles.

UNIT - V

CLASSIFICATION OF INSURANCE: Introduction, classification on the basis of nature of insurance, introduction to life insurance, practical aspects of life insurance, introduction to general insurance, fire insurance.

UNIT - VI

IRDA AND INSURANCE BUSINESS: Introduction, brief profile of IRDA and its functioning, legal dimensions of insurance, insurance act 1938, life Insurance corporation act 1956, general insurance business (nationalization) act 1972, and Consumer Protection Act 1986.

UNIT - VII

SOCIAL SECURITY PROGRAMS IN DEVELOPED COUNTRIES: Social security schemes in India implemented through LIC of India, emerging needs in India.

UNIT - VIII

MANAGEMENT OF INSURANCE COMPANIES: Functions and organizations of insurers, product design, development, underwriting, claims management, insurance pricing, insurance marketing, financial management in insurance companies, reinsurance, information technology in insurance.

TEXT BOOKS:

1. Maheshwari, S.N. and Maheshwari, S.K. (2005), Banking Law and Practice
2. Arthur Williams (2009), *Risk Management and Insurance*, McGraw Hill, New Delhi, India.

REFERENCE BOOKS:

1. Ram Mohan (2011), *Risk Management and Insurance*, Studentshelpline Publishing House Private Limited, Hyderabad.
2. Emmet J Vaubhan (2009), *Fundamentals of Risk and Insurance*, Wiley- India.
3. Harrington (2009), *Risk Management and Insurance*, McGraw Hill, India.
4. P. K. Gupta (2009), *Insurance and Risk Management*, Himalaya Publishing House, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

INDUSTRIAL RELATIONS (PROFESSIONAL ELECTIVE – IV)

Course Code: **C3040**

L	T	P	C
3	1	-	3

UNIT - I

INDUSTRIAL RELATIONS: Economy and the labour force in India, approaches to industrial relations, industrial relations in comparative framework, employer organizations - introduction, origin and growth. Historical background of industrial relations in India, influencing factors of IR in enterprise and the consequences.

UNIT - II

TRADE UNIONS: Introduction, definition and objectives, growth of trade unions in India trade unions act, 1926 and legal framework, union recognition, union problems, employees association -introduction ,objective membership, financial status.

UNIT - III

COLLECTIVE BARGAINING: Nature and legal frame work of collective bargaining, levels of bargaining and agreements, change in the labour, management relations in the post, liberalized India, changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security, negotiating techniques and skills, drafting of an agreement.

UNIT - IV

TRIPARTISM AND SOCIAL DIALOGUE: Types and levels of Tripartism, social dialogue and the reform process, strengthening tripartite social dialogue, role of government in industrial relations.

UNIT - V

FACTORIES ACT: Factories act 1948; Contract Labour (regulation and abolition) Act 1970, A.P shops and Establishments Act 1988.

UNIT - VI

LABOR LEGISLATION-I: Worker's compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National Wage Policy.

UNIT - VII

EMPLOYEE GRIEVANCES: Grievance handling, employee grievances, causes of grievances, conciliation, arbitration and adjudication procedural aspects for settlement of grievances, code of discipline.

UNIT - VIII

INDUSTRIAL DISPUTES: Meaning, nature and scope of industrial disputes, cases and consequences of industrial disputes, prevention and settlement of industrial disputes in India. Industrial dispute act-1947.

TEXT BOOKS:

1. P.R.N.Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar (2004), *Industrial Relations, Trade Unions and Labour Legislations*, Pearson Education, India.

REFERENCE BOOKS:

1. Shamshuddin Shaik (2011), *Management of Industrial Relations*, Students helpline Publishing House Pvt. Ltd., Hyderabad.
2. V. S. P. Rao (2002), *Human Resource Management: Text & Cases*, Anurag Jain, New Delhi.
3. R. S. Dwivedi (2002), *Managing Human Resources/Personnel Management in Indian enterprises*, Galgotia Publishing Company, New Delhi.
4. B D. Sing (2009), *Industrial Relations and Labor Laws*, Excel Books, New Delhi.

VARDHAMAN COLLEGE OF ENGINEERING

IV SEMESTER

DECISION SUPPORT SYSTEM (ELECTIVE – IV)

Course Code: **C3041**

L	T	P	C
3	1	-	3

UNIT - I

MIS AND ITS ROLE IN ORGANIZATIONS: Open systems and closed systems DSS its relation to MIS, characteristic role of DSS as different from MIS 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.

UNIT - VI

INTRODUCTION TO ARTIFICIAL INTELLIGENCE (AI): An overview of AI, AI technologies in business, domains in AI, neural networks.

UNIT - VII

FUZZY LOGIC SYSTEMS IN BUSINESS: Virtual Reality, Intelligent agents, expert system and its components, applications of expert system, developing expert systems, value of expert systems.

UNIT - VIII

Case study on how the decisions derived through artificial intelligence will augment the quality of decision support system.

TEXT BOOKS:

1. V.S. Janaki Raman (2009), *Decision Support System*, Prentice Hall of India, New Delhi.

REFERENCE BOOKS:

1. Mallah (2002), *Decision Support and Data Warehouse Systems*, Tata Mc Graw Hill, New Delhi.
2. Turbon (2010), *Decision Support Systems and Intelligent Systems*, Pearson Education, India.
3. George M Marakas (2010), *Decision Support Systems in the 21st Century*, 2nd edition, Pearson Education, New Delhi.



VARDHAMAN COLLEGE OF ENGINEERING (AUTONOMOUS)

Undertaking by Students/Parents

“To make the students **attend** the classes regularly from the first day of starting of classes and be aware of the **College regulations**, the following Undertaking Form is introduced which should be signed by both **student and parent**. The same should be submitted to the College Administrative Office.”

I, Mr. / Ms. _____ joining I Semester / III Semester for the academic year 2015-2016 / 2016-2017 in Vardhaman College of Engineering, Hyderabad, do hereby undertake and abide by the following terms, and I will bring the **ACKNOWLEDGEMENT** duly signed by me and my parent and submit it to the Admin Office.

1. I will **attend** all the classes from the **joining day** of the College as per the timetable. In case, I do not turn up even after two weeks of starting of classes, I shall be **ineligible** to continue for the current academic year.
2. I will be regular and punctual to all the classes (theory/practical/drawing) and secure overall attendance of **not less than 75%** as stipulated by College/JNTUH. I am fully aware that an overall attendance of less **than 65% will make me lose one year**.
3. I will compulsorily follow the **dress code** prescribed by the college.
4. I will conduct myself in a highly **disciplined** and decent manner both inside the classroom and on campus, failing which suitable action may be taken against me as per the rules and regulations of the College.
5. I will concentrate on my **studies** without wasting time in the Campus/Hostel/Residence and attend all the **tests** to secure more than the minimum prescribed Class/Sessional Marks in each subject. I will submit the **assignments** given in time to improve my performance.
6. I will not bring **Mobile Phone** to the College campus and also, I will not involve in any form of **ragging** inside or outside the campus. I am fully aware that bringing mobile phone to the campus is not permissible and involving in Ragging is an **offence** and punishable as per JNTUH/UGC rules and the law.
7. I will **pay** tuition fees, examination fees and any other **dues** within the stipulated time as required by the Institution / authorities, failing which I will not be permitted to attend the classes.
8. I will **not cause or involve** in any sort of **violence or disturbance** both within and outside the college campus.
9. If I **absent myself continuously for 3 days**, my **parents** will have to meet the HOD concerned/ Principal.
10. I hereby **acknowledge** that I have **received** a copy of **R15 Academic Rules and Regulations, Syllabus copy** and hence, I shall **abide** by all the rules specified in it.

ACKNOWLEDGEMENT

I have carefully gone through the terms of the undertaking mentioned above and I understand that following these are for my/his/her own benefit and improvement. I also understand that if I/he/she fail to comply with these terms, shall be liable for suitable action as per College/JNTUH rules and the law. I undertake that I/he/she will strictly follow the above terms.

Signature of Student

Signature of Parent

Name & Address with Phone Number