

# **VARDHAMAN COLLEGE OF ENGINEERING**

**(AUTONOMOUS)**

**Affiliated to JNTUH, Approved by AICTE, Accredited by NAAC and ISO 9001:2015 Certified**

**Shamshabad - 501 218, Hyderabad, Telangana State, India.**

**[www.vardhaman.org](http://www.vardhaman.org)**

## **MASTER OF BUSINESS ADMINISTRATION**

### **ACADEMIC REGULATIONS**

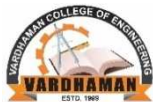
### **CHOICE BASED CREDIT SYSTEM**

**(For batches admitted from the Academic Year 2018 - 2019)**

**Note:** The regulations hereunder are subject to amendments as may be made by the Academic Council of the College from time to time. Any or all such amendments will be effective from such date and to such batches of candidates (including those already undergoing the program) as may be decided by the Academic Council.







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## PRELIMINARY DEFINITIONS AND NOMENCLATURES

- ❖ “Autonomous Institution / College” means an institution / college designated as autonomous institute / college by 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” means Jawaharlal Nehru Technological University Hyderabad.
- ❖ “College” means Vardhaman College of Engineering, Hyderabad unless indicated otherwise by the context.
- ❖ “Program” means:
  - Master of Business Administration Degree program
  - PG Degree Program: 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 C4003 Managerial Economics, means a theory or practical subject, identified by its course-number and course-title, which is normally studied in a semester. The description of allocation of course code is mentioned in the table 1.

**Table 1: Course Code Description**

First Digit	Second Digit	Third Digit	Fourth and Fifth Digit
Indicates Program	Indicates Regulation	Indicates Department	Indicates Course Number
A : B. Tech. B : M. Tech. C : MBA	1 : R11 2 : R14 3 : R15 4 : R18	0 : MBA 1 : Other	01 02 .. ..

- ❖ T – Tutorial, P – Practical, , L - Theory, C - Credits



## FOREWORD

The autonomy 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.

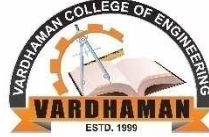
Vardhaman College of Engineering is proud to win the credence of all the above bodies monitoring the quality in education and has gladly accepted the responsibility of sustaining, if not improving upon the standards and ethics for which it has been striving for more than a decade in reaching its present standing in the arena of contemporary technical and 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**





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### **Institute Vision:**

- ❖ To be a pioneer institute and leader in engineering education to address societal needs through education and practice.

### **Institute Mission:**

- ❖ To adopt innovative student centric learning methods.
- ❖ To enhance professional and entrepreneurial skills through industry institute interaction.
- ❖ To train the students to meet dynamic needs of the society.
- ❖ To promote research and continuing education.

### **Quality Policy:**

- ❖ We at Vardhaman College of Engineering, endeavour to uphold excellence in all spheres by adopting best practices in effort and effect.

### **Department Vision:**

- ❖ 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.

### **Department Mission:**

- ❖ 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.







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## ACADEMIC REGULATIONS

### MBA Regular Two Year Post-Graduate Programme (For the batches admitted from the Academic Year 2018–2019)

For pursuing two year PG program of study in Master of Business Administration (MBA) offered by Vardhaman College of Engineering and herein after Vardhaman College of Engineering is referred to as VCE.

#### 1. APPLICABILITY

All the rules specified herein, approved by the Academic Council, will be in force and applicable to students admitted from the academic year 2018-2019 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 Principal, Vardhaman College of Engineering shall be the Chairman, Academic Council.

#### 3. PROGRAMS OFFERED

**Vardhaman College of Engineering**, an autonomous college affiliated to JNTUH, offers MBA programme of study leading to the award of MBA degree under the autonomous scheme.

S. No	MBA Courses	Offering Department	Intake
1	Master of Business Administration	MBA	60

#### 4. ADMISSION

##### Admission into first year of two Year 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 PROGRAMS

### 6.1 Normal Duration

MBA degree program extends over a period of two academic years leading to the Degree of Master of Business Administration (MBA) of the Jawaharlal Nehru Technology University Hyderabad.

### 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 into the degree programme.

## 7. SEMESTER STRUCTURE

The College shall follow semester pattern. 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 including Examinations. The academic calendar is shown in Table 2 is declared at the start of the semester. The duration for each semester shall be a minimum of 16 weeks of instruction.

**Table 2: Academic Calendar**

<b>I Year I Semester (21 weeks)</b>	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation & Practical Examinations		1 week
	External Examinations		2 weeks
<b>Semester Break</b>			2 weeks
<b>I Year II Semester (21 weeks)</b>	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation & Practical Examinations		1 week
	External Examinations		2 weeks
<b>Summer Vacation</b>			4 weeks
<b>II Year I Semester (21 Weeks)</b>	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation		1 week
	External Examinations		2 weeks
<b>Semester Break</b>			2 weeks
<b>II Year II Semester ( 21 weeks)</b>	Instruction Period	:16 weeks	18 weeks
	Mid Semester Tests	:2 weeks	
	Preparation		1 week
	External Examinations		2 weeks

## **8. CHOICE BASED CREDIT 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 6 days a week. A working day shall have 6 periods each of 60 minutes duration.
- 1 credit per lecture period/tutorial per week
  - 1.5 credits for three period hours of Business communication Lab, IT for Managers, Personal effectiveness seminar, Industry analysis and report presentation
  - 2 credits for summer internship
  - 1 credit for comprehensive Viva-voce
  - 1 credit for pre-submission of project work
  - 4 credits for project work
- 8.2 The two year curriculum of any MBA of study shall have total of 102 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.

## **9. COURSE REGISTRATION**

- 9.1. A 'faculty advisor or counsellor' shall be assigned to a group of 10 students, who will advise student about the Post graduate program, its course structure and curriculum, choice/option for subjects/courses, based on their competence, progress, pre-requisites and interest.
- 9.2. The college Exam cell invites 'registration forms' from students before the beginning of the semester through 'on-line registration', ensuring 'date and time stamping'. The on-line registration requests for any 'current semester' shall be completed before the commencement of SEEs (Semester End Examinations) of the 'preceding semester'.
- 9.3. A student can apply for on-line registration, only after obtaining the 'written approval' from faculty advisor/counsellor, which should be submitted to the Examination section through the Head of the Department. A copy of it shall be retained with Head of the Department, faculty advisor/counsellor and the student.
- 9.4. If the student submits ambiguous choices or multiple options or erroneous entries during on-line registration for the subject(s)/course(s) under a given/specified course group/category as listed in the course structure, only the first mentioned subject/ course in that category will be taken into consideration.
- 9.5. Subject/course options exercised through on-line registration are final and cannot be changed or inter-changed; further, alternate choices also will not be considered. However, if the subject/course that has already been listed for registration by the Head of the Department in a semester could not be offered due to any unforeseen or unexpected reasons, then the student shall be allowed to have alternate choice either for a new subject (subject to offering of such a subject), or for another existing subject (subject to availability of seats). Such alternate arrangements will be made by the head of the department, with due notification and time-framed schedule, within the first week after the commencement of class-work for that semester.
- 9.6. Open electives: The students have to choose one open elective each during II year I & II semesters from the list of open electives given.
- 9.7. Professional Electives: The students have to choose Professional electives I,II&III in II year I semester, Professional electives IV,V &VI in II year II semester from the list of professional electives given.

## **10. EVALUATION - DISTRIBUTION AND WEIGHTAGE OF MARKS**

The performance of a student in each semester shall be evaluated subject- wise (irrespective of credits assigned) for a maximum of 100 marks. The MBA project work will be evaluated for 200 marks. (100 marks for Pre submission of project work and 100 marks for Project work)

- 10.1.** For the theory subjects 70 marks shall be awarded for the performance in the Semester End Examination (SEE) and 30 marks shall be awarded for Continuous Internal Evaluation (CIE). The Final marks of Continuous Internal Evaluation is calculated based on 75% of best Marks and 25% of least marks secured in the two Mid-Term Examinations conducted. First Mid-Term examinations will be conducted in the middle of the Semester and second Mid-Term examinations during the last week of instruction. Each Mid-Term Examination shall be conducted for a total duration of 90 minutes. The question paper consist of 5 questions out of which 3 questions are to be answered, each question carrying 10 marks for a total of 30 marks. The details of the Question Paper pattern for Semester End Examination (Theory) are given below:

The Semester End Examination will be conducted for 70 marks. It consists of two parts.

- i. Part A for 20 marks,
- ii. Part B for 50 marks.

Part A is compulsory and consists of 5 questions, one from each unit and carrying 4 marks each. Part B consists of 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.

The question paper shall be set externally and valued both internally and externally. If the difference between both the valuations is less than 15 marks, the average marks of the two valuations shall be awarded as final marks, otherwise third valuation will be conducted and the average marks of the best two valuations shall be awarded as final marks.

- 10.2. For practical subjects and Industry Analysis and Report Presentation, 70 marks shall be awarded for performance in the Semester End Examinations and 30 marks shall be awarded for day-to-day performance as Internal Marks.
- 10.3. For conducting laboratory end examinations of PG Program, one internal examiner and one external examiner are to be appointed by the Principal of the College and this is to be informed to the Controller of Examinations within two weeks, before commencement of the lab end examinations. The external examiner should be selected from outside the College.
- 10.4. Personal Effective Seminar has to be evaluated internally for 100 marks. The candidate has to secure a minimum of 50% marks in Personal Effective Seminar.
- 10.5. There shall be a summer internship after I Year II Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department. Summer internship Report is evaluated for 100 marks in II year I semester. The report has to be evaluated by the Head, Supervisor/ mentor and a senior faculty of the department. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted.
- 10.6. Comprehensive Viva-Voce will be conducted at the end of II Year II Semester by an External Expert appointed by the Principal for evaluation of 100 Marks. The candidate has to secure a minimum of 50% marks in Comprehensive Viva-Voce.
- 10.7. Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.
- 10.8. A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 10.9. A candidate has to present in Project Work Review I, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the Project Work Review Committee (PRC) for approval within four weeks from the commencement of Second year Second Semester. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 10.10. If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 10.11.** A candidate shall submit his project progress report in two stages one in II year II semester middle and final one before at the end of II year II Semester.

- 10.12.** The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project Thesis with the approval of PRC not earlier than 20 weeks from the date of approval of the project work. For the approval of PRC the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC.
- 10.13.** The Pre-submission of project carries 100 internal marks. Evaluation should be done by the PRC for 50 marks and the Supervisor will evaluate it for the other 50 marks. The PRC will examine the overall progress of the Project Work and decide whether or not the Project is eligible for final submission. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the required minimum marks, he has to reappear for Pre-submission of project as and when conducted. For Project Work (Viva Voce) in II Year II Sem. there are external marks of 100 and it is evaluated by the external examiner. The candidate has to secure a minimum of 50% marks in Project Evaluation (Viva-Voce) examination.
- 10.14.** After approval from the PRC, a soft copy of the thesis should be submitted for ANTIPLAGIARISM check and the plagiarism report should be submitted to the COE and to be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than 30%. If the similarity index has more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis after two weeks. The maximum number of re-submissions of thesis after plagiarism check is limited to THREE. After three attempts, the admission is liable to be cancelled. The departments HODs are advised to make plagiarism check of every soft copy of theses before submissions.
- 10.15.** Three copies of the Project Thesis certified by the supervisor shall be submitted to the department
- 10.16.** The thesis shall be adjudicated by an external examiner selected by the Principal. For this, the department HOD shall submit a panel of three examiners from among the list of experts in the relevant specialization as submitted by the supervisor concerned.
- 10.17.** If the report of the external examiner is unsatisfactory, the candidate shall revise and resubmit the Thesis. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. Subsequent actions for such dissertations may be considered, only on the specific recommendations of the external examiner and /or Project work Review Committee. No further correspondence in this matter will be entertained, if there is no specific recommendation for resubmission.
- 10.18.** If the report of the examiner is satisfactory, the Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination. The Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The candidate has to secure a minimum of 50% of marks in Project Work(Viva-Voce) examination.
- 10.19.** If he fails to fulfill the requirements as specified above, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree, unless he is asked to revise and resubmit his project work by the board within a specified time period . The Project Viva-Voce External examination marks must be submitted to the Exam cell on the day of the examination.
- 10.20.** 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.
- 10.21.** 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.
- 10.22.** Audit course examination will be conducted at the end of the semester through open book system and evaluated internally.

## **11. ATTENDANCE REQUIREMENTS TO APPEAR FOR THE SEMESTER-END EXAMINATION**

- 11.1.** 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.
- 11.2.** 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 Council.
- 11.3.** Shortage of attendance below 65% in aggregate shall in no case be condoned.
- 11.4.** 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.
- 11.5.** 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.
- 11.6.** A stipulated fee shall be payable towards condonation of shortage of attendance to the College.
- 11.7.** 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 Telangana norms in vogue.

## **12. ACADEMIC REQUIREMENTS FOR PROMOTION / COMPLETION OF REGULAR M.TECH 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 Personal effectiveness seminar, Industry Analysis and Report Presentation, Summer Internship, Comprehensive viva-voce a student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted to each of them if he secures not less than **50%** of marks.
- iii.** In case of Pre-submission of project and project work, a student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted if he secures not less than **50%** of marks.
- iv.** A student shall register for all the **102** credits and earn all the **102** credits. Grades obtained in all the **102** credits shall be considered for the award of the class based on aggregate of grades (CGPA).
- v.** 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.

## **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, if it is scheduled.

## **14. REVALUATION**

Students shall be permitted to apply for revaluation (Only for theory courses) after the declaration of semester end examination results within due dates by paying prescribed fee. After revaluation if there is any betterment in the grade then improved grade will be considered. Otherwise old grade shall be retained.

#### 15. 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.

#### 16. 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.

#### 17. AWARD OF DEGREE

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

##### 17.1. Eligibility

A student shall be eligible for the award of MBA Degree, if he fulfils 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.

##### 17.2. Award of Class

After a student has satisfied the requirement prescribed for the completion of the Program and is eligible for the award of MBA Degree, he shall be placed in one of the following four classes shown in Table 3:

**Table 3: Declaration of Class based on CGPA (Cumulative Grade Point Average)**

Class Awarded	Grades to be Secured	From the aggregate marks secured from 102 Credits
First Class with Distinction	$\geq 7.75$ CGPA	
First Class	$=6.75$ to $<7.75$ CGPA	
Pass Class	$=6.0$ to $<6.75$ CGPA	
Fail	Below 6.0 CGPA	

##### 17.3. Letter Grade and Grade Point

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 Pass Class, as mentioned in Table 4.



**Table 4: Percentage Equivalence of Grade Points (For a 10-Point Scale)**

Grade	Grade Points (GP)	Percentage of Marks
O	10	≥ 90
A+	9	≥ 80 and <90
A	8	≥70 and < 80
B+	7	≥ 60 and <70
B	6	≥ 50 and <60
F	0	Below 50
AB	0	ABSENT

To calculate the final percentage of marks equivalent to the computed CGPA, the following formula may be used.

$$\text{Percentage of marks} = (\text{CGPA} - 0.5) \times 10$$

**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.

$$\text{SGPA} (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where  $C_i$  is the number of credits of the  $i^{\text{th}}$  course and  $G_i$  is the grade point scored by student in the  $i^{\text{th}}$  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 program, i.e.

$$\text{CGPA} = \frac{\sum (C_i \times S_i)}{\sum C_j}$$

Where  $S_i$  is the SGPA of the  $i^{\text{th}}$  semester and  $C_i$  is the total number of credits in that semester.  $C_j$  is the total number of credits of entire program.

**18. 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.

**19. 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.

**20. CURRICULUM**

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

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

**21. 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.

## **22. 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.

## **23. 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 JNTUH 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.

## **24. 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.

## **25. 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.

## **26. 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.

## **27. AWARD OF A RANK UNDER AUTONOMOUS SCHEME**

**27.1.** 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

**27.2.** 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.

**27.3.** 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.

## **28. CONDUCT AND DISCIPLINE**

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

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

**28.3.** 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.

**28.4.** 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.

**28.5.** **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.**

**28.6.** 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.

**28.7.** 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.

**28.8.** 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.

**28.9.** Attendance is not given to the student during the suspension period.

## 29. 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 21<sup>st</sup> 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.

## 30. 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.**

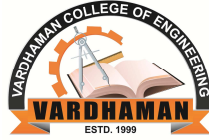
## MALPRACTICES RULES

### DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the student:</i>	
<b>1. (a)</b>	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the student which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
<b>(b)</b>	Gives assistance or guidance or receives it from any other student orally or by any other body language methods or communicates through cell phones with any student or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the students involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
<b>2.</b>	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the student is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the student is to be cancelled and sent to the University.
<b>3.</b>	Impersonates any other student in connection with the examination.	The student who has impersonated shall be expelled from examination hall. The student is also debarred and forfeits the seat. The performance of the original student, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The student is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the student is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
<b>4.</b>	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the student has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the student is subject to the academic regulations in connection with forfeiture of seat.
<b>5.</b>	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass	Cancellation of the performance in that subject.

	marks.	
<b>6.</b>	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the student(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The students also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
<b>7.</b>	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the student has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the student is subject to the academic regulations in connection with forfeiture of seat.
<b>8.</b>	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred and forfeits the seat.
<b>9.</b>	If student of the college, who is not a student for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
<b>10.</b>	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
<b>11.</b>	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the student has appeared including practical examinations and project work of that semester/year examinations.

<b>12.</b>	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	
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# **VARDHAMAN COLLEGE OF ENGINEERING**

**(AUTONOMOUS)**

Affiliated to JNTUH, Approved by AICTE, Accredited by NAAC and ISO 9001:2008 Certified  
Shamshabad - 501 218, Hyderabad, Telangana State, India.

[www.vardhaman.org](http://www.vardhaman.org)

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **ACADEMIC REGULATIONS (VCE-R18) COURSE STRUCTURE AND SYLLABI**

#### **CHOICE BASED CREDIT SYSTEM**



# VARDHAMAN COLLEGE OF ENGINEERING

(AUTONOMOUS)

## SYLLABUS

MBA - MASTER OF BUSINESS ADMINISTRATION



REGULATIONS: VCE-18

I SEMESTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C4001	Management & organizational behavior	4+0	0	4	30	70	100
C4002	Statistics for Management	3+1	0	4	30	70	100
C4003	Managerial Economics	4+0	0	4	30	70	100
C4004	Accounting for management	3+1	0	4	30	70	100
C4005	Business Laws	4+0	0	4	30	70	100
C4006	Business Environment	4+0	0	4	30	70	100
C4007	Business Communication Lab	-	3	1.5	30	70	100
C4008	IT for Managers	-	3	1.5	30	70	100
C4100	National Service Scheme (NSS)* (Audit course)	2+0	1	0	100*	0*	100*
	<b>TOTAL</b>	<b>24+2</b>	<b>7</b>	<b>27</b>	<b>240</b>	<b>560</b>	<b>800</b>
II SEMESTER							
Code	Subject	Periods per Week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C4009	Financial Management	3+1	0	4	30	70	100
C4010	Marketing Management	4+0	0	4	30	70	100
C4011	Human Resource Management	4+0	0	4	30	70	100
C4012	Production and operations management	4+0	0	4	30	70	100
C4013	Quantitative Analysis For Business Decisions	3+1	0	4	30	70	100
C4014	Business Research Methods	4+0	0	4	30	70	100
C4015	Personal Effectiveness – Seminar	-	3	1.5	100	0	100
C4016	Industry Analysis and Report Presentation	-	3	1.5	30	70	100
C4061	Human Values & Intellectual Property Rights*(Audit Course)	2+1	0	0	100*	0*	100*
	<b>TOTAL</b>	<b>24+3</b>	<b>6</b>	<b>27</b>	<b>310</b>	<b>490</b>	<b>800</b>

III SEMESTER							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
C4017	Strategic Management	4+0	0	4	30	70	100
C4018	Entrepreneurship Development	4+0	0	4	30	70	100
	OPEN ELECTIVE- I	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- I	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- II	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- III	4+0	0	4	30	70	100
C4035	Summer internship	0+3	0	2	100	-	100
<b>TOTAL</b>		<b>24+3</b>	<b>0</b>	<b>26</b>	<b>280</b>	<b>420</b>	<b>700</b>
IV SEMESTER							
Code	Subject	Periods per week		Credits	Scheme of Examination		
		L+T	P		Maximum Marks		
					Internal	External	Total
	OPEN ELECTIVE- II	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- IV	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- V	4+0	0	4	30	70	100
	PROFESSIONAL ELECTIVE- VI	4+0	0	4	30	70	100
C4052	Comprehensive Viva-Voce	0	0	1	-	100	100
C4053	Pre submission of project work	0	3	1	100	-	100
C4054	Project Work	0	12	4	30	70	100
<b>TOTAL</b>		<b>16</b>	<b>15</b>	<b>22</b>	<b>250</b>	<b>450</b>	<b>700</b>

**OPEN ELECTIVE- I**

Code	Subject
C4019	Business Ethics & Corporate Governance
C4020	International Business
C4021	Management Information System
C4022	Management of Rural Business

**OPEN ELECTIVE- II**

Code	Subject
C4036	Logistics and Supply chain Management
C4037	Total Quality Management
C4038	Technology Management
C4039	Data Sciences

<b>PROFESSIONAL ELECTIVES</b>			
<b>FINANCE</b>		<b>HUMAN RESOURCE MANAGEMNT</b>	
Code	Subject	Code	Subject
C4023	Security Analysis and portfolio Management	C4026	Compensation and Reward Management
C4024	Financial Institutions, Markets and Services	C4027	Performance Management
C4025	Cost & Management Accounting	C4028	Industrial Relations
C4040	Risk Management & Derivatives	C4043	Strategic Human Resource Management
C4041	International Financial Management	C4044	Organization Development
C4042	Banking and Insurance	C4045	Knowledge Management & Employee Engagement
<b>MARKETING</b>		<b>SYSTEMS</b>	
Code	Subject	Code	Subject
C4029	Consumer Behavior and Marketing Research	C4032	Cyber Security
C4030	Retail Management	C4033	Enterprise Resource Planning
C4031	Service Marketing	C4034	Information Systems, Control and Audit
C4046	International Marketing	C4049	Decision Support System
C4047	Advertising & Sales Management	C4050	Data Mining and Data Warehousing
C4048	Customer Relationship Management	C4051	E – Business

**\*\* Students should choose any one of the three specializations mention above. They should study first three professional electives of each specialization chosen in III semester and rest in IV semester.**

# VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

## MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Course Code: **C4001**

L	T	P	C
4	0	0	4

### Unit – I:

**INTRODUCTION TO MANAGEMENT:** The Management Process, Management Functions, kinds of managers, Managerial roles and skills.

**EVOLUTION OF MANAGEMENT** -Theories of Management - Classical, Scientific, Administrative, Behavioral, Systems and Contingency.

### Unit – II:

**PLANNING:** Organizational planning - Vision, Mission and Goals, Types of plans, Steps in planning process, Approaches to planning, Planning in Dynamic Environment. MBO - Process, Advantages and Disadvantages.

**DECISION MAKING:** Decision making process, types of decisions, decision making styles, Vroom's Participative decision making model.

### Unit – III:

**ORGANIZING:** Principles of Organizing, Authority, Responsibilities, Delegation of Authority, Centralization, Decentralization, Power and Influence, Span of Control. Organizational Structures- Mechanistic and Organic structures, Contemporary organizational design and its challenges.

**CONTROLLING:** Control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

### Unit – IV:

**ORGANIZATIONAL BEHAVIOR:** Definition, Nature and Scope of organizational behavior, Importance of Organizational Behavior, Culture and diversity.

**INDIVIDUAL & GROUP BEHAVIOR:** Personality theories, perception, Formation of group behavior, classification of groups, group properties, group cohesiveness.

### Unit – V:

**LEADERSHIP:** Leadership traits, Leadership styles, Leadership theories, Power and Politics.

**MOTIVATION:** Approaches to Motivation, Maslow's needs hierarchy theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.

### TEXT BOOKS:

1. Stephen Robbins, Mary Coulter, *Management*, Prentice Hall of India, 2009.
2. Koontz, Weihrich, *Principles of Management*, Tata McGraw Hill, 2009.
3. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, *Organizational Behaviour*, Pearson, 16 edition, 2017.

### REFERENCE BOOKS:

1. Meeenakshi Gupta, "*Principles of Management*", PHI Private Limited, 2009.
2. Udai Pareek Raju, *Management Text and Cases*, Prentice Hall of India, 2009.
3. V.S.P.Rao, *Management Text and Cases*, Excel, Second Edition, 2012.
4. Laurie J. Mullins, *Management and Organizational Behaviour*, Pearson Publications, 9 edition.
5. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, *Organizational Behaviour*, Sage Publications, 2015.
6. Ramesh B. Rudani, *Management and Organizational Behaviour*, Tata McGraw hill, 2011.

# VARDHAMAN COLLEGE OF ENGINEERING

## I SEMESTER

### STATISTICS FOR MANAGEMENT

Course Code: **C4002**

L	T	P	C
3	1	0	4

#### UNIT –I:

**INTRODUCTION TO STATISTICS** – Functions of Statistics and Managerial Applications of Statistics, Relationship with other subjects.

**MEASURES OF CENTRAL TENDENCY** - Mean, Median, Mode, Geometric Mean and Harmonic Mean.

#### UNIT–II:

**MEASURES OF DISPERSION** -Range, Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation.

**SKEWNESS & KURTOSIS:** Karl Pearson’s co-efficient of skewness, Bowley’s co-efficient of skewness, Kelleys co-efficient of skewness, Kurtosis.

#### UNIT-III:

**SMALL SAMPLE TESTS- T-DISTRIBUTION:** Properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).

**SMALL SAMPLE TESTS- CHI-SQUARE DISTRIBUTION:** Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

#### UNIT-IV:

**CORRELATION ANALYSIS**-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation, concept of Multiple and partial Correlation.

**REGRESSION ANALYSIS**-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients.

#### UNIT –V:

**TIME SERIES ANALYSIS**-Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend analysis- Free hand curve, Semi averages, moving averages, Least Square methods.

**INDEX NUMBERS**–introduction, Characteristics and uses of index numbers, types of index numbers, un weighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

#### TEXTBOOKS:

1. J.K.Sharma "Business Statistics-Problems and Solutions" Pearson,2010.
2. Levin R.I., Rubin S. David, Statistics for Management, 7e Pearson, 2015.
3. Gupta S.C.,Fundamentals of Statistics, 6e, Himalaya Publishing House, 2015.
4. J. K Sharma, Business Statistics, 4e, Vikas Publishing House, 2015.
5. Beri, Business Statistics, 1e, Tata McGraw Hill, 2015.
6. P.C.Tulsian, Bharat Jhunjhnuwala, Business Statistics, S.Chand, 2016.

# VARDHAMAN COLLEGE OF ENGINEERING

I SEMESTER

## MANAGERIAL ECONOMICS

Course Code: **C4003**

L	T	P	C
4	0	0	4

### Unit-I:

**INTRODUCTION TO MANAGERIAL ECONOMICS:** Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist.

**BASIC ECONOMIC PRINCIPLES:** Concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

### Unit-II:

**THEORY OF DEMAND:** Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand.

**DEMAND FORECASTING & SUPPLY:** Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

### Unit-III:

**PRODUCTION ANALYSIS:** Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Iso-quants and Iso-costs, Returns to Scale, Economies of scale.

**COST ANALYSIS:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves.

### Unit-IV:

**MARKET STRUCTURE:** Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.

**PRICING PRACTICES & BREAK EVEN ANALYSIS-** Price Discrimination-Pricing Strategies- Pricing Over Product Life Cycle-Break Even Analysis-Assumptions, uses and limitations- Problems in BEA.

### UNIT - V

**NATIONAL INCOME & INFLATION:** National income -concept and various methods of measurements. Inflation - types and causes of inflation, measurement of inflation, Philips curve and steps to control inflation.

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

### TEXT BOOKS:

1. Dean, Joel, *Managerial Economics*, Prentice Hall of India, 2009.
2. P.L.Mehta, *Managerial Economics*, Sultan Chand & Sons.

### REFERENCE BOOKS:

1. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, *Managerial Economics*, Pearson, 14<sup>th</sup> edition, 2014.
2. Dominick Salvatore, *Managerial Economics*, Oxford Publications, 7th edition, 2012.
3. Trivedi M.L, Jhinghan. M. L , *Managerial Economics, Theory and Applications*, Tata McGraw Hill, 2009.
4. H L Ahuja, *Business Economics*, S. Chand & Co, 13th edition, 2016.
5. Chaturvedi, *Business Economics*, International Book House, 2012.

# VARDHAMAN COLLEGE OF ENGINEERING

## I SEMESTER

### ACCOUNTING FOR MANAGEMENT

Course Code: **C4004**

L	T	P	C
3	1	0	4

#### UNIT - I

**INTRODUCTION TO ACCOUNTING:** Importance, Objectives and Principles, Accounting concepts and conventions, Generally Accepted Accounting Principles (GAAP). Double entry system—recording business transactions—Classification of accounts.

**ACCOUNTING PROCESS:** Overview, Books of original record, Journal and Ledger, Trial balance, Classification of Capital and Revenue expenses, Final accounts with adjustments.

#### UNIT – II

**VALUATION OF FIXED ASSETS :** Tangible vs Intangible assets, Advantages and limitations of depreciation, Depreciation of fixed assets and methods of depreciation- Straight line method, Diminishing balance method, Annuity method, Sinking fund method.

**INVENTORY VALUATION:** Inventory control, Objectives, Methods of inventory valuation-Last in First Out, First in First Out, Highest in First Out, Simple average method, weighted average method.

#### UNIT - III

**ISSUE OF SHARES:** Entries for issue of shares, Forfeiture and re- issue of forfeited shares. Issue of shares at discount and premium.

**ISSUE OF DEBENTURES:** Meaning of redemption, Issue and redemption of debentures, Redemption out of capital and profits

#### UNIT - IV

**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.

**ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENTS:** Investor and company point of view, horizontal analysis and vertical analysis of company financial statements.

#### UNIT - V

##### FINANCIAL ANALYSIS-II:

**RATIO ANALYSIS:** Meaning, objectives, advantages and limitations of ratio analysis. Types of ratio analysis-Liquidity, leverage, solvency and profitability ratios, Du Pont chart.

**ACCOUNTING STANDARDS ISSUED BY ICAI:** Focus on importance of standards to give a general view on financial accounting practices, International Financial Reporting Standards (IFRS).

#### TEXT BOOKS:

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari. *Financial Accounting 5e* , Vikas Publishing House Private Limited,2013.
2. Dhanesh K.Khatri, *Financial Accounting & Analysis*, Tata McGraw-Hill Publishing Limited, 2015.
3. S. P. Jain, K. L. Narang, *Financial Accounting*, 10<sup>th</sup> edition, Kalyani Publication, 2009.

#### REFERENCE BOOKS:

1. R. Narayanaswamy, *Financial accounting: A managerial perspective*, Prentice Hall of India,2008.
2. Ambrish gupta, *Financial Accounting Management - An Analytical Perspective*, Pearson Education,2009.
3. S. E. V. Subrahmanyam, *Financial Accounting and Analysis*, student helpline Publishing House Private Limited,2011.

# VARDHAMAN COLLEGE OF ENGINEERING

## I SEMESTER

### BUSINESS LAWS

Course Code: C4005

L	T	P	C
3	1	0	4

#### UNIT – I

**COMPANIES ACT, 2013:** Steps and Procedure involved in incorporation of Company, effects of incorporation. Appointment of Directors – Board meetings, Central Government, proportional representations, Company Meetings – General meetings - class meetings - meetings of creditors and debenture holders - meetings of directors or Board meeting.

Powers, duties and liabilities of directors, Removal of Directors – Shareholders - Central Government - National Company Law Tribunal. Winding of Company–National Company Law Tribunal, Voluntary Winding up.

#### UNIT – II

**LAW OF CONTRACT:** Nature of contract and essential elements of valid contract – Offer – Acceptance - Consideration - Capacity of parties to contract.

Free consent – Legality of Object, Discharge of contracts, Remedies for breach of contract.

#### UNIT – III

**LAW OF AGENCY:** How Agency is Constituted – Appointment of Agents – Classification of Agents. Rights, Duties and Liabilities of Agent.

Rights, Duties and Liabilities of Principal, Termination of Agency.

#### UNIT – IV

**CONTRACT OF SALES:** Definition of Goods – Documents to the title of Goods, Sale and Agreement to Sell, Essential elements of Valid Sale, Hire Purchase Agreement, Conditions and Warranties.

**CONSUMER PROTECTION ACT:** Objectives of the Act - Meaning of Consumer – Goods – Service – Consumer Dispute – Complainant – Unfair Trade Practices. Consumer Dispute Redressal agencies – District forum, State commission and National Commission.

#### UNIT – V

**NEGOTIABLE INSTRUMENT ACT:** Definition- Characteristics of Negotiable Instrument, Promissory note – definition and its essential elements, Bills of Exchange - definition and its essential elements, Differentiate between Promissory Note and Bills of Exchange.

Cheque – definition and its essential elements, Types of Cheques, Parties to negotiable instruments – Holder and Holder in due course, discharge of parties from liability.

#### TEXT BOOKS:

1. K.R. Bulchandani (2017), Business law for management, 8th edition, Himalaya Publishing Private limited, New Delhi.

#### REFERENCE BOOKS:

1. N. D. Kapoor (2009), Mercantile Law, Sultan Chand & sons, New Delhi.
2. Akhileshwar Pathak (2009), Legal Aspects of Business, 3rd Edition, Tata MCGraw-Hill, New Delhi
3. Tulsani (2008), Business law, Tata Mc graw Hill, New Delhi.
4. Sivaram Prasad (2011), Business Law, Student Helpline Publishing House Private Limited, Hyderabad.



# VARDHAMAN COLLEGE OF ENGINEERING

## I SEMESTER

### BUSINESS ENVIRONMENT

Course Code: C4006

L	T	P	C
4	0	0	4

#### 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.

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

#### UNIT - II

**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.

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

#### UNIT - III

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

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

#### UNIT - IV

**WORLD TRADE ORGANIZATION:** Nature and scope, organization and structure, role and functions of WTO in promoting world trade.

**Agreements in the Uruguay Round:** including TRIPS, TRIMS, and GATS. Disputes settlement mechanism, dumping and anti dumping measures, critical review of WTO functioning.

#### UNIT - V

**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.

**SEBI:** stock exchanges, investor protection and role of SEBI.

#### TEXT BOOKS:

1. Francis Cherunilam (2009), *International Business: Text and Cases*, Prentice Hall of India.
2. K. Aswathappa Essentials of Business Environment: Texts and Cases & Exercises 12<sup>th</sup> Revised Edition.HPH

#### 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

M.B.A. I SEMESTER

BUSINESS COMMUNICATION LAB

Course Code: C4007

L	T	P	C
0	0	3	1.5

## LIST OF EXERCISES:

- 1. COMMUNICATION SKILLS:** Introduction to Business Communication, process of communication, Types of communication; verbal-non verbal, formal-informal, Oral-written, Communication Barriers.
- 2. WRITTEN COMMUNICATION:** Tenses, Idioms, Structures, differences between spoken and written communication, Messages, Memos, Emails, Business Letters, Curriculum Vitae, covering letter.
- 3. VERBAL COMMUNICATION:** Choosing a method of speaking–Analyzing the audience–Non-verbal dimensions of presentation, Strategies for Effective presentation, Persuasive speaking, Interview skills: Types of interviews, Strategies of interviews.
- 4. SOFT SKILLS:** Professional etiquette, professional ethics, time management, team work, problem solving skills, negotiation skills, self motivation ,taking responsibility, flexibility.
- 5. TECHNICAL REPORT WRITING:** Types of reports–Structure of reports–Individual and committee reports, essentials of good report writing. Business letters: relating to enquiries and replies; orders and replies; complaints and claims.

## REFERENCE BOOKS:

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
3. Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI
6. Disanza, "Business and Professional communication", Pearson Education.
7. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication", Sage Publications.

# VARDHAMAN COLLEGE OF ENGINEERING

M.B.A. I SEMESTER

IT FOR MANAGERS

Course Code: C4008

L	T	P	C
0	0	3	1.5

## Task 1

Introduction to Network: types of Networks, types of network topologies, types of network protocols.

## Task 2

Introduction to Word: importance of word as word processor, overview of toolbars, Saving, accessing files, using help and resources.

## Task 3:

Creating project Certificate: Abstract Features to be covered:-Formatting Styles, Inserting table, Bullets and Numbering, Changing Text Direction, Cell alignment, Footnote, Hyperlink, Symbols, Spell Check , Track Changes, Images from files and clipart, Drawing toolbar and Word Art, Formatting Images, Textboxes and Paragraphs.

Creating Time Table: Abstract Features to be covered:-Formatting Styles, Inserting table.

## Task 4

Introduction to Power Point: Utilities, Overview of toolbars, PPT Orientation, slide layouts, Types of views.

Creating Front page of The presentation: Create a power point presentation using the features - slide layouts, inserting text, word art, formatting text, bullets and numbering, auto shapes, lines and arrows, hyperlinks, inserting –images, clip art, audio, video, objects, tables and charts.

## Task 5

Introduction to Excel: Overview of toolbars, accessing, Saving excel files, Using help and resources. Create a excel using the features - gridlines, format cells, summation, auto fill, formatting text, cell referencing, formulae in excel – average, standard deviation, charts, renaming and inserting worksheets, hyper linking, count function, sorting, conditional formatting.

## Task 6

Creating a Scheduler: Features to be covered:- Gridlines, Format Cells, Summation, auto fill, Formatting Text

## Task 7

BASICS OF SQL:

DDL Commands: CREATE, ALTER, DROP, TRUNCATE

DML Commands: INSERT, UPDATE, DELETE

DCL Commands: GRANT, REVOKE

TCL Commands: COMMIT, ROLLBACK, SAVEPOINT

## Task 8

SQL OPERATORS: Arithmetic, Logical, Relational

VIEWS: Create view, insert values into view, update values in the view table, alter view, Delete view.

## Task 9

STATISTICAL TOOL

Basics of R programming: Basic commands, Data types in R, operators in R, Creating a new variables Functions : Numerical ,Character

Importing data from excel file

Plotting in R: Line, Bar, Pie, Histograms, scatter plots, Box plots.

# VARDHAMAN COLLEGE OF ENGINEERING

M.B.A. I SEMESTER

## NATIONAL SERVICE SCHEME (NSS) (Audit Course)

Course Code: C4100

L	T	P	C
2	0	1	0

### UNIT-I

**INTRODUCTION AND BASIC CONCEPTS OF NSS:** History -Philosophy - Aims & Objectives of NSS -Emblem-Flag-Motto-Song-Badge-Organizational structure-Roles and responsibilities of various NSS functionaries .

### UNIT-II

**PROGRAMS AND ACTIVITIES IN NSS:** Regular camp activities-Special camp activities - Basis of adoption of village/slums- Financial Pattern of the scheme-Volunteers Dairy- Participatory Rural Assesment Techniques.

### UNIT-III

**UNDERSTANDING YOUTH:** Definition-Profile of youth-Categories of youth-Youth Policy - Issues, challenges and opportunities for youth-Youth as an agent of social change-Skill development in Transforming India.

### UNIT-IV

**AWARNESS PROGRAMS ON:** Digital Payments-Self Help Groups-Public Health-Voter Education-Road Safety-Control of Pollution-Swachh Bharat-Rainharvesting Techniques-Emergency Services -Prevention of Child abduction and abuse - Cyber Crime-Right to Information act.

### UNIT-IV

**CENTRAL AND STATE GOVERNEMNT SCHEMES ON:** Personal Development-Human Development-Social Development-Economic Development-Environmental Development-Basic Eminities and Services-Social Security-Good Governace.

### REFRENCES RESOURCES:

1. NATIONAL SERVICE SCHEME Program Officers Dairy
2. WWW.NIRD.ORG
- 2.WWW.NIRD.ORG-SAGY-SAMANVAYSTATES-TELANGANA
- 3.WWW.VIKASPEDIA.IN
- 4.WWW.RGNIYD.GOV.IN
- 5.WWW.CASHLESSINDIA.GOV.IN
- 6.WWW.SWACHHBHARAT.MYGOV.IN

# VARDHAMAN COLLEGE OF ENGINEERING

M.B.A. II SEMESTER

FINANCIAL MANAGEMENT

Course Code: C4009

L	T	P	C
3	1	0	4

## UNIT – I

**INTRODUCTION TO FINANCIAL MANAGEMENT:** 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:** 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.

**COST OF CAPITAL:** Concept and measurement of cost of capital, debt vs equity, cost of debt, 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 - III

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

**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 - IV

**WORKING CAPITAL MANAGEMENT:** Components of working capital, gross vs net working capital, determinants of working capital, operating cycle approach, recommendations of tandon and daheja committee on working capital.

**ESTIMATION OF WORKING CAPITAL:** Estimation of working capital, financing of working capital through bank finance and trade credit.

## UNIT - V

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

**MANAGEMENT OF CURRENT ASSETS-II:** Marketable securities – characteristics, selection criteria, marketable securities alternatives - Management of Receivables and Management of Inventory.

## TEXT BOOKS:

1. IM PANDEY, *Financial Management, 11 e*, Vikas Publishing House Private Limited, New Delhi. 2015
2. M.Y Khan, P K Jain, *Financial Management*, Tata McGraw Hill, New Delhi. 2015
3. Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi. 2009

## REFERENCE BOOKS:

1. MacMillan, Jim, *Financial Management*, Oxford University Press, New Delhi.2009
2. Paresh P. Shah, *Financial Management*, Wiley India, New Delhi.2009
3. James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India, New Delhi.2009

# VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

MARKETING MANAGEMENT

Course Code: C4010

L	T	P	C
4	0	0	4

## 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.

**CUSTOMER VALUE PROPOSITION:** Customer satisfaction and value, customer retention, consumer profitability, emerging dimensions of marketing, Indian and global perspective.

## UNIT - II

**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.

**DISTRIBUTION:** Distribution designing, marketing channels and value networks, importance and role of distribution in marketing, channel design decision, channel management decisions.

## UNIT - III

**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.

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

## UNIT - IV

**PRODUCT LIFE CYCLE:** PLC excessive product variants, product line portfolios, product recalls, setting product strategies.

**PRICE:** 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 - V

**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.

**ADVERTISING:** Managing holistic marketing organization, socially responsible marketing, internal marketing, global marketing, rural consumer behavior, pricing and distribution decisions, future of marketing. 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. Czinkota (2009), *Marketing Management*, Vikas Publishers, New Delhi

# VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

HUMAN RESOURCE MANAGEMENT

Course Code: C4011

L T P C  
4 0 0 4

## UNIT – I

**INTRODUCTION TO HRM:** Definition – Objectives - Scope and Functions of HRM - Challenges of HRM, Line Managers.

HR Roles and responsibilities - New Approaches to organizing HR - HR Scorecard - Human Resource Information System.

## UNIT – II

**RECRUITMENT AND SELECTION:** Job Design – Job Analysis - Process and methods of data collection – Job descriptions – Job specification – Job enlargement – Job enrichment – Job rotation.

Human Resource Planning – Human Resource forecasting. Recruitment Process - Sources and Methods of recruitment – Selection process – Types of Interviews – Errors in Interviews.

## UNIT – III

**PERFORMANCE APPRAISAL:** Performance Management and Process of Performance Management. Performance Appraisal – Definition – Appraiser – Appraisee- Techniques of Performance Appraisal – Errors in Performance Appraisal.

**TRAINING AND DEVELOPMENT:** Definition – Training vs. Development – Importance of Training and Development – Process of Training – Methods of Training, Career Management.

## UNIT – IV

**COMPENSATION:** Objectives, Factors influencing on compensation, compensation and motivation, job evaluation - simple ranking, job grading, point rating and factor comparison.

**INDUSTRIAL RELATIONS:** Components of industrial relation, trade unions, functions of trade unions, Collective bargaining, Significance of industrial relations.

## UNIT – V

**INTEGRATION:** Quality of work life, Quality Circles, Workers participation in management.

Employee separation, Grievance handling procedure, Organizational climate and HR Audit.

## TEXT BOOKS:

1. Gary Dessler, BijuVarkkey(2017), Human Resource Management, 4th edition, Pearson Publication.
2. Robert L Mathis, John H.Jackson, ManasRanjanTripathy (2016), Human Resource Management, Cengage Learning.

## REFERENCE BOOKS:

1. Michael Armstrong (2015), Human Resource Management, Kogan Page.
2. Biswajeet Pattanayak (2009), Human Resource Management, Prentice hall of India, New Delhi
3. Mamoria and Mamoria (2006), Personnel Management, Himalaya Publications.

# VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

## PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: **C4012**

L	T	P	C
4	0	0	4

### 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

**FACILITY LOCATION & FACILITY LAYOUT:** Introduction of Plant location, errors in plant selection, steps in location selection, Relative importance of location factors, Location models.

Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Process Layout, Advantages and limitations of Group Technology 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.

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

### UNIT - IV

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

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

### UNIT - V

**Materials Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management.

Economic Order Quantity, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model- Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

### TEXT BOOKS:

1. Panneerselvam, Production and Operations Management, PHI, 2012.
2. K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012.

### REFERENCE BOOKS:

1. Adam E. E, Ebert R.J (2009), *Production and Operation Management*, 6<sup>th</sup> 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*, 4<sup>th</sup> edition, Prentice Hall of India



# VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

## QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Code: **C4013**

L	T	P	C
3	1	0	4

### UNIT-I

**Introduction to Operations Research:** Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

### UNIT-II

**Linear Programming Method:** Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method, simplex method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP.

### UNIT-III

**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, unbalanced Supply and demand , Degeneracy and its resolution.

**Game theory:** Saddle point, Value of the Game, two persons zero sum game, Dominance principle, games without saddle points: Mixed strategy.

### UNIT-IV

**Assignment Model:** 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, travelling salesman problem.

**Network Analysis:** Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time.

### UNIT-V

**Queuing Theory:** Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single service station with finite and infinite population.

**Decision Theory:** Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.

### TEXT BOOKS:

1. S.D.Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
2. J.K.Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
3. R. Pannerselvam, Operations Research, Prentice Hall International , 3e,2012
4. Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand , 2012.
- 5.Hamdy A.Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
6. Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.

# VARDHAMAN COLLEGE OF ENGINEERING

## MBA II SEMESTER

### BUSINESS RESEARCH METHODS

Course Code: **C4014**

L	T	P	C
4	0	0	4

#### UNIT - I

**INTRODUCTION:** - Business research -meaning, objectives and significance; Role of business research and applications  
Research process; Ethics in business research;

**Types of Research** -Pure vs. Applied research, Qualitative vs. Quantitative research, exploratory research, Descriptive research and Experimental research, Ethics and business research, Technology used in business research, the research process.

#### UNIT - II

**RESEARCH DESIGN:** Meaning and Goals of Research Design, Characteristics, Phases; Primary and Secondary data:

**Data Collection Methods:** Questionnaire Design; Sampling design and sampling procedures. Sampling techniques, determination of sample size; Pilot study.

#### UNIT - III

**MEASUREMENT AND SCALING:** Concepts; Attitude measurement; psychological and social instruments used in management science.

**SCALING:** Levels of measurement and types of scales; Criteria for good measurement, reliability and validity.

#### UNIT – IV

**DATA ANALYSIS:** Processing of Raw Data-Editing, Coding, Classification and Tabulation; Graphical and Diagrammatic representation of data; Statistical Tests- Parametric tests, correlation test, t-test, z-test and chi-square test and non-parametric tests; Manhitny-U-test and Wilcoxon test their significance.

**Hypothesis-** characteristics,formulation, Hypothesis testing procedure.

#### UNIT - V

**REPORT WRITING:** Report writing and significance, Different steps in report writing, layout of the research report, Precautions.

Preparation of project abstract, Steps in project work writing in management science.

#### TEXT BOOKS:

1. Cooper R.Donald and Schindler S.Pamela: “ Business Research Methods”, 9/e, Tata McGraw Hill, New Delhi,2006.
2. Kothari: CR,Garg, Gaurou “Research Methodology, New Age International Publishers, New Delhi,2014.

#### REFERENCE BOOKS:

3. Krishna Swamy.OR AND OBUL Reddy .D.Research Methodology and Statistical tools 1<sup>st</sup> editions Himalaya Publishing House, New Delhi.2012.
4. Narayana Reddy P, Acharyulu GVRK,“Research Methodology and Statistical Tools”,2<sup>nd</sup> Ed., Excel Books, New Delhi,2016.
5. Panneer selvam R: “Research Methodology”, PHI Learning Private Limited, New Delhi,2009.

# VARDHAMAN COLLEGE OF ENGINEERING

MBA II SEMESTER

PERSONAL EFFECTIVENESS - SEMINAR

Course Code: **C4015**

L	T	P	C
0	0	3	1.5

## 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.

## REFERENCES:

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

MBA II SEMESTER

## HUMAN VALUES & INTELLECTUAL PROPERTY RIGHTS ( Audit Course)

Course Code: **C4061**

L	T	P	C
2	0	0	0

### UNIT-I

**HUMAN VALUES:** Morals, Values and Ethics, Integrity, Work Ethic, Service Learning, Civic Virtue, Respect for Others, Living Peacefully, Caring, Sharing, Honesty, Courage, Valuing Time, Cooperation, Commitment, Empathy, Self Confidence, Character, Spirituality.

### UNIT – II

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

### UNIT – III

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

### UNIT – IV

**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 – V

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

**UNFAIR COMPETITION:** Misappropriation right of publicity, false advertising.

### TEXT BOOKS:

1. R.S.Nagarajan, a Textbook on “Professional Ethics and Human Values”, New Age Publishers – 2006. Deborah.
2. Neeraj Pandey, Khushdeep Dharni- 2014, Intellectual property rights, PHI, India.

### 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