



AKSHARA

INSTITUTE OF MANAGEMENT & TECHNOLOGY.

(Approved by AICTE, New Delhi. & Affiliated to Sri Venkateswara University, Tirupati.)

**AKSHARA
INSTITUTE OF MANAGEMENT & TECHNOLOGY (MBA)**

(Kotramangalam, Tiruchanoor Post, TIRUPATI-517503)



MASTER OF BUSINESS ADMINISTRATION (M.B.A)

UNDER CHOICE BASED CREDIT SYSTEM (CBCS) REVISED

REGULATIONS -2021-23

(For Regular students of University and affiliated colleges, S.V. University, Tirupati)

(To come into effect from the academic year 2021-22)



SRI VENKATESWARA UNIVERSITY

DEPARTMENT OF MANAGEMENT

STUDIES

TIRUPATI – 517 502



Semester – IV

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
401	Digital Business Models	Core Value added Course	4	30	70	3 Hrs	100
402	Strategic Management	Core Skill Development	4	30	70	3 Hrs	100
403	Business Laws	Core Practical	4	30	70	3 Hrs	100
404	Organisation Development	Core: Life Skills	4	30	70	3 Hrs	100
	Elective I	General Elective	4	30	70	3 Hrs	100
	Elective II	General Elective	4	30	70	3 Hrs	100
	Elective III	General Elective	4	30	70	3 Hrs	100
	Elective	Open Elective	4	30	70	3 Hrs	100

ELECTIVES

Marketing Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
411	Marketing of Services	Elective Skill Enhancement	4	30	70	3 Hrs	100
412	Industrial Marketing	Open Elective	4	30	70	3 Hrs	100
413	International Marketing	Elective Skill Enhancement	4	30	70	3 Hrs	100
414	Retail Management	Elective Value added Course	4	30	70	3 Hrs	100
415	Supply Chain Management	Elective Practical	4	30	70	3 Hrs	100



416	Sales Management	Elective Life Skills	4	30	70	3 Hrs	100
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Finance Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
421	International Financial Management	Elective Skill Development	4	30	70	3 Hrs	100
422	Financial Derivatives	Elective Practical	4	30	70	3 Hrs	100
423	Risk Management and Insurance	Elective Value added Course	4	30	70	3 Hrs	100
424	Management Control Systems	Elective	4	30	70	3 Hrs	100
425	Managing Fintechs	Elective Online	4	--	100	3 Hrs	100
426	Financial Engineering	Open Elective	4	30	70	3 Hrs	100

HRM Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
431	Strategic Human Resource Development	Elective Skill Development	4	30	70	3 Hrs	100
432	Reward Management	Elective Practical	4	30	70	3 Hrs	100
433	Labour Legislations	Elective Value added Course	4	30	70	3 Hrs	100
434	Management of Change	Elective Skill Development	4	30	70	3 Hrs	100
435	Stress Management	Open Elective	4	30	70	3 Hrs	100
436	Global Human Resource Management	Elective	4	30	70	3 Hrs	100



Systems Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
441	Enterprise Resource Planning	Elective Value added Course	4	30	70	3 Hrs	100
442	Decision Support Systems	Elective Skill Development	4	30	70	3 Hrs	100
443	AI Applications in Business	Elective Online	4	--	100	3 Hrs	100
444	Systems Control and Auditing	Open Elective	4	30	70	3 Hrs	100
445	E – Business	Elective Practical	4	30	70	3 Hrs	100
446	Software Project Management	Elective	4	30	70	3 Hrs	100

Entrepreneurship Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
451	Social Entrepreneurship	Elective Community Service	4	30	70	3 Hrs	100
452	Negotiation	Open Elective	4	30	70	3 Hrs	100
453	Design Thinking and Innovation	Elective Skill Development	4	30	70	3 Hrs	100
454	Business Planning And Ethics	Elective Practical	4	30	70	3 Hrs	100
455	SaaS for Entrepreneurs	Elective Value added Course	4	30	70	3 Hrs	100
456	Statistics for Business Analytics	Elective Online	4	--	100	3 Hrs	100



Semester - IV

401 - Digital Business Models

Objectives:

1. This course aims to provide an overview of the business opportunities created by Digital Technologies.
2. To understand risks of Digital Business models, impact on Jobs and Employee relations.
3. To explore the options for Platforms, Digital design and Customer Satisfaction.

Unit – I

Digital Technologies, Digital disruptions, organisations' functioning in Digital age, common traps, Transition into Digital era. Aligning firms' strategy and culture, Digital Matrix Framework, Transformation phases to re-invent. Micro economic policies in Digital business. Game Theory.

Unit – II

Areas to digitalise, Biggest pay out or risk, current business model or invent in new digital business. First mover advantage, Risk of late to move, effect of digital attracters. Network and scale effects. Own Vs shared platforms. SaaS – software as a service. Digital, Physical, and Physital options.

Unit – III

Digital business – Effect on jobs, employment, freelancing, fixed or flexible times and days, office work, remote work, non-employment work arrangements, labour automation with AI and Robotics. Reskilling. Employment quality, need to review rights and obligations related to employment relationships. Safety net for employees affected by Digitalisation.

Unit – IV

Platforms – Role of CIO,CTO, Hosting on cloud – Life and shift, IaaS - Infrastructure as a Service, PaaS - Platform as a Service, and FaaS – Function as a Service. Cloud by domain – Supply chain, commercial, and Enterprise. Selection of technology, sourcing, Migration, Migration of existing application. Economic feasibility, and risks. Cloud security, zero-trust applications.. Shift of IT Projects to products, Integration with Business. Benefits & rights of platforms. Parent and host country regulations, and restrictions.

Unit – V



Customer preferences, customer centric, Digital Marketing – aligned to firm’s culture and products. Design thinking, value innovation, blue ocean thinking, strategy canvas, four action frameworks. Minimum viable product, product life cycle, portfolio of products for digital customers. Business model, revenue model, lean and agile business model. Supply chain, social media management.

Course Outcomes: The Student is able to

CO1 : comprehend the concepts associated with Digital Business Models.

CO2 : understand Digital Tech platforms as well as their impact on Employment.

CO3 : apply these concepts in building successful Digital Business Models.

References:

1. Digital Business and E-Commerce Management. Chaffey, Hemphill. Pearson 2019
2. *The Digital Mindset: What It Really Takes to Thrive in the Age of Data, Algorithms, and AI* (Harvard Business Review Press, May 2022), Tsedal Neeley & Paul Leonardi.
3. Digital Age with Data. Suman Guha. Notion Press; 1st edition (1 May 2022)
4. DIGITAL LEAPFROGS: How technology is reshaping consumer markets in India. Vijay Mahajan. HarperCollins India (7 April 2022)

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.





402 - Strategic Management

Objectives:

1. To understand basic issues and concepts related to strategic management.
2. To help students devise strategies for competitive advantage.

Unit – I

Nature of Strategic Management, Dimensions, benefits and risks. The strategic management process. Strategy formulation. Business vision and mission, Importance, Characteristics and components. Evaluating mission statements.

Unit – II

The External Assessment, Porter's five force analysis. Industry and competitive analysis. The Global Environment, competitive strategies for firms in global markets. The Internal Assessment: SWOT Analysis, BCG, McKinsey's 7s frame work, strategy and culture. Value Chain Analysis. Resource based view of the firm. Benchmarking.

Unit – III

Strategies in Action: The balanced scorecard, types of strategies, Integrative, Intensive, Diversification strategies, defensive strategies, Porter's Generic Strategies. Strategy analysis and choice: Business level strategies. Cost leadership, Differentiation, Speed and market focus. Multi business strategy: BCG matrix, GE Nine Cell matrix. Limitations of portfolio approaches. The Parenting framework.

Unit – IV

Strategy Implementation: Short term objectives, functional tactics. Empowering Operating personnel, Allocation of resources, managing resource conflict. Structure and strategy: Improving effectiveness of traditional organisational structures. Creating Agile Virtual Organisations, Modular organisation. Towards boundary less structures.

Unit – V

Leadership and culture: Strategic intent, Shaping organisational culture. Role of leader in organisational culture. Strategy evaluation, Strategy evaluation process. Corporate Governance.

Course Outcomes: The Student is able to
CO1 : Develop vision, mission and objectives of the organization.



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CO2 :Analyse industry and develop techniques of competitive analysis.

CO3: Appraise strategic leadership styles and actions.

CO4: Formulate effective strategies in business.

CO5: Develop a frame work for the implementation of strategies in business.

References:

1. Hill, Jones. Strategic Management – An Integrated Approach. Cengage.
2. HBR's 10 Must Reads on Strategy, 2020
3. Henry. Understanding Strategic Management.OUP
4. Frynas, Mellahi. Global Strategic Management. OUP
5. Lynch. Strategic Management. SAGE 2021
6. Wheelen, Hunger, Concepts in Strategic Management and Business Policy, Pearson 2018

NOTE TO THE PAPER SETTER:

- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
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403 - Business Laws

Objectives:

1. To introduce the statutory provisions that affect the business decisions.
2. To give an exposure to important commercial laws, to understand the legal implications of a modern business organisation.
3. To understand the legal regulations related to the companies.

Unit – I

Contract Act: Offer and Acceptance, Consideration and Capacity of the Parties, Free Consent, Indemnity and Guarantee, Bailment and Agency. The Negotiable Instruments Act: Definition, Types of Negotiable Instruments, Negotiation, Endorsement and Crossing of Cheque, Dishonour of Cheques, Parties to Negotiable Instruments.

Unit – II

Contract of Sale of Goods: Sale, and Agreement to Sale, Conditions and Warranties, Performance of Contract of Sale, Unpaid Seller and his Rights, Caveat Emptor, Partnership Act, and Limited Liability Act.

Unit – III

Concept of Company and its Characteristics. Formation of a company. Memorandum and Articles of Association. Board of Directors, Role, Functions. Arbitration.

Unit – IV

Social Responsibility of Business. Consumer Protection Act, Consumer Councils, Redressals. Right to Information Act.

Unit – V

Meeting of Directors and Shareholders. Winding up and Dissolution of a company. Ethics, and Morals, Ethical Practices.

Course Outcomes: The Student is able to

CO1 : Analyze the Indian Contract Act.

CO2 : Evaluate Sales of Goods Act and the machinery for redressal of consumer grievances.

CO3: Elaborate rights and duties of agent and principal.

CO4: Examine the rights and duties of partners, dissolution of partnership firm.

CO5: Explain the kinds of Negotiable Instruments and Goods and Services Act.

CO6: Evaluate the global issues with respect to business ethics.



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References:

1. Marson, Ferris. Business Law. OUP
2. Albuquerque. Legal Aspects of Business, OUP
3. Banerjee. Legal Aspects of Business, SAGE
4. Ravinder Kumar. Legal Aspects of Business. Cengage

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(i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.

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404 - Organisation Development

Objectives:

1. To understand the forces that stimulate change
2. To understand the necessity, resistance and strategies for change.
3. To enable the skills for the application of OD in organizations.

Unit – I

General Introduction to OD – Overview of the field of OD, Definitions of OD, A short history of OD and its evolution, Growth and relevance of OD, characteristics of OD, Values, assumptions, and beliefs in OD. Ethical Issues in OD.

Unit – II

Foundations of OD – Models and Theories of planned Change – (a) Lewin’s Change Model (b) Burke – Litwin Model (c) General Model of planned Change, systems theory, participation and Empowerment. Teams and Team work, parallel learning Structures – A ‘normative-reductive’ strategy of changing, Applied behavioral Science, Action Research as a process and as an approach.

Unit – III

Managing the OD process – Diagnosis – The six-box Model – The action component – OD interventions and their nature – An overview of classification of OD interventions – Planning, choosing, and implementing of an intervention strategy. Evaluation and institutionalizing OD interventions – The program management component – Conditions for optimal success of OD – Issues in Consultations – Client Relationship.

Unit – IV

Human Process Interventions – Human Process approaches – T-groups, Process-consultation, Third party intervention, Team Interventions, Techniques and exercises used in Team interventions. Role Analysis Technique, Role Negotiation Technique, Responsibility Changing, Force Field Analysis. Broad Team Building interventions. Organizational Process approaches – Organization Confrontation, Inter-Group Relations interventions, Grid OD. Training Experiences.

Unit – V

Techno-Structural and Strategic Interventions – Techno-structural interventions: Structural design – (i) Restructuring Organizations, Downsizing, Reengineering (ii) Employee involvement: Quality Circles, Total Quality Management (iii) Work Design: R.



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Engineering approach, System approach. Strategic Interventions: Organizational Transformation and its Characteristics, Cultural change, Self – designing organizations, organizational Learning.

Course Outcomes: The Student is able to

CO1 : apply the Diagnostic processes for OD.

CO2 : facilitate Team interventions and Structural interventions.

CO3 : contribute towards the Other Interventions that lead to Organization Development.

References:

1. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2017, Pearson Education.
2. Haldar. Leadership and Team Building, OUP
3. Anderson. Organisational Development, SAGE

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411 - Marketing of Services

Objectives:

1. To differentiate between product and service businesses
2. To equip for a career in marketing in the service industry.

Unit – I

Marketing of Services, Introduction, Growth of the Service Sector, The Concept of Service, Characteristics of Services, Classification of Services, Designing the Service Blueprint, Using Technology, Developing Human Resources, Building Service Aspirations.

Unit – II

Marketing mix in services marketing, The Seven Ps, Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services, Additional Dimensions in Services Marketing, People, Physical Evidence and Process, Internet, and Social Media as a service channel.

Unit – III

Strategic Marketing Management for Services, Matching Demand and Supply through Capacity Planning and Segmentation, Internal Marketing of a Service, External versus Internal Orientation of Service Strategy.

Unit – IV

Delivering Quality Services, Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gaps in Service. Quality Standards, Factors and Solutions, The Service Performance Gap Key Factors and Strategies for Closing the Gap. Developing Appropriate and Effective Communication about Service Quality. Measuring Customer Satisfaction, Customer Feedback.

Unit – V

Marketing of Services with special reference to Financial Services, Health Services, Hospitality Services including Travel, Hotels and Tourism, Professional Services, Public Utility Services, Communication Services, Educational Services.

Course Outcomes: The Student is able to

CO1 : Analyse the basic concepts of services marketing.

CO2 : Understand customer needs and expectations.

CO3 : Develop market segmentation process in services marketing.



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CO4 : Discuss the pricing strategies of services marketing.

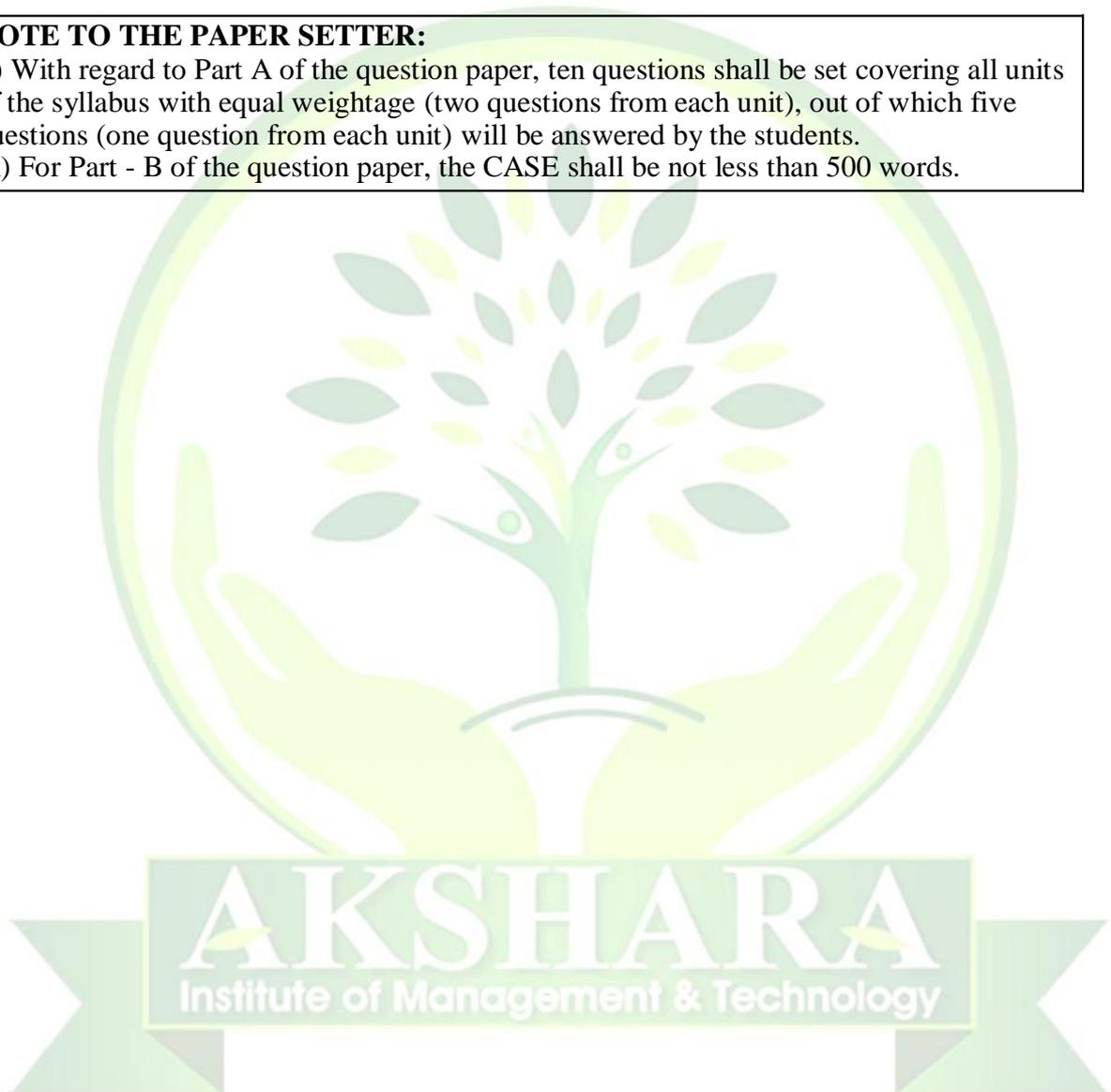
CO5 : Importance of marketing communication in services promotion.

References:

1. Zeithaml, Bitner, Gremler, Pandit. Services Marketing. 2018, McGraw Hill
2. Jauhari, Dutta. Services Marketing. OUP

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- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
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414 - Retail Management

Objectives:

1. This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with the retail operations.
2. To help the learner to explore the current retail environment, key retail management strategies, and trends in retailing.

Unit – I

An overview of Retailing - Types of stores, Product Retailing vs. Service Retailing, Non store Retailing, Retail strategy, Achieving competitive advantage and positioning Retailing environment, Legal, Social, Economic, Technological issues. Trends in the Indian Retailing Industry.

Unit – II

Retail store location and layout - Country/Region analysis, Trade area analysis, Site evaluation and selection, Store design and layout, Comprehensive store planning, Exterior design and layout, Interior store design and layout, Interior design elements.

Unit – III

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation, Assortment planning, buying and vendor relations. Merchandise pricing – Price strategies, Psychological pricing, Mark-up and markdown strategies.

Unit – IV

Communicating with the retail customer - Retail promotion mix, Advertising, Sales promotion, Publicity, Retail selling process, Retail database, In-store customer service. Customer Experience Management.

Unit – V

Globalization and changing retail formats – Online retailing, International Retailing, Impact of Global Brands. Opportunities and Challenges - Market entry formulas, New customized formats, customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores, interactive kiosk 'shopping arcades. Franchising. Ethics

Course Outcomes: The Student is able to

CO1 : Outline fundamentals of Retailing.



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CO2 : Formulate location and layout strategies of retailing.

CO3 : Analyse various pricing strategies.

CO4 : Design and develop franchising models.

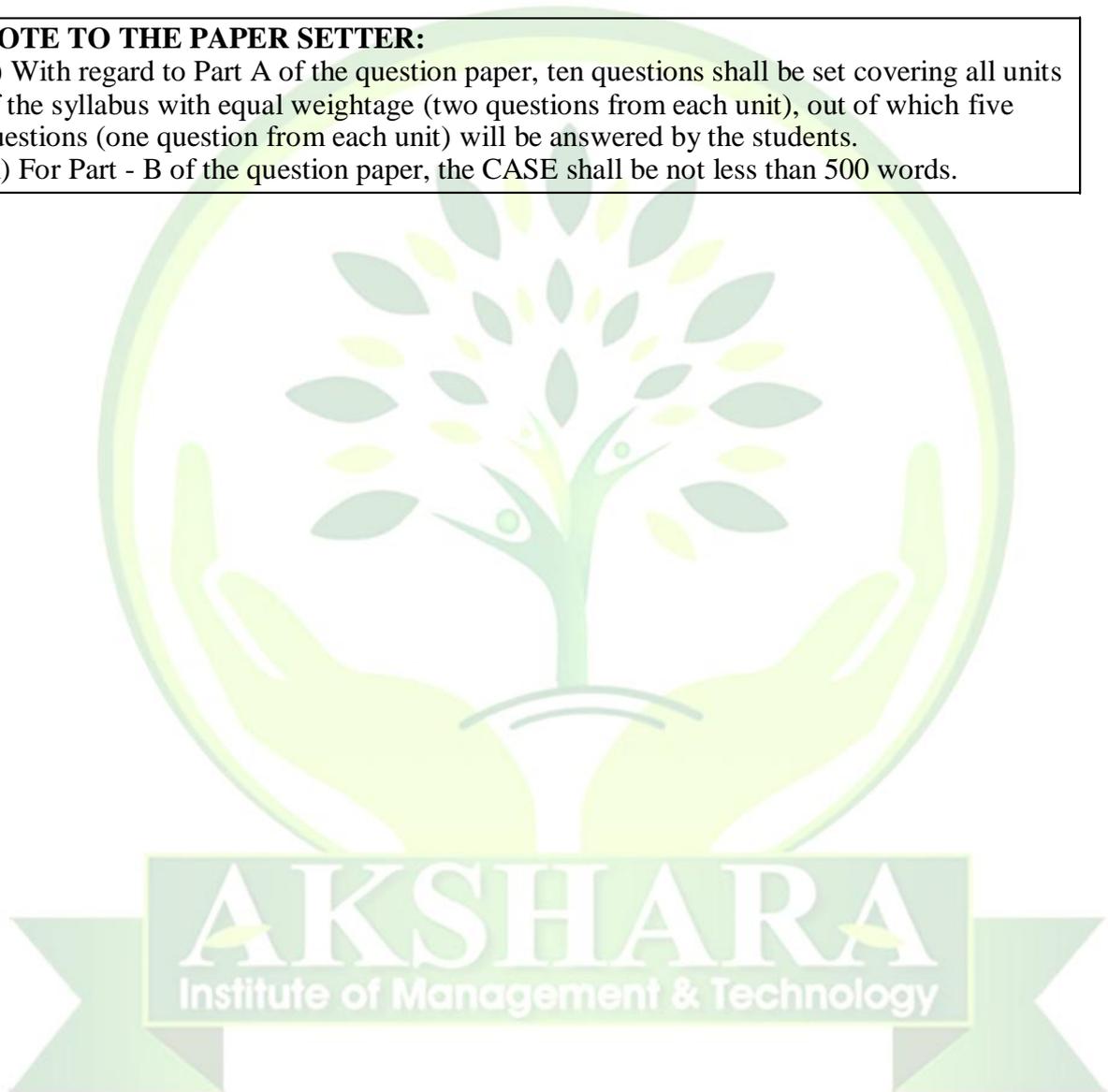
References:

1. Prashant Chaudhary. Retail Marketing in the Modern Age. SAGE
2. Sinha, Uniyal. Managing Retailing, OUP
3. Bajaj, Tuli, Srivastava. Retail Management, OUP

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421 - International Financial Management

Objectives:

1. To have exposure on International aspects of Financial Management
2. To understand the Foreign Exchange Management
3. To introduce derivatives aspect of International Finance

Unit – I

Introduction to International Financial management: Domestic vs international finance, International financial market integration, currency crisis, and global recession and risk spill over.

Unit – II

Balance of Payments - Structure - Contents of Current, Capital, and Reserve Accounts. Linkages and Impact on Exchange Rates, Capital Markets & Economy. Understanding BOP structure of a country for Investment and Raising Finance. Foreign Currency – Options, Futures, Forwards, Swaps.

Unit – III

Foreign Exchange Markets: Nature, Functions, Transactions, Participants, Forex Markets in India, Forex dealing, Foreign exchange regimes, Foreign exchange rate determination, factors affecting foreign exchange and Foreign Exchange Rate Mathematics. Foreign Exchange Exposure: Risk, Measurement and Management. Global Firms Foreign exchange exposure - Transaction, economic, and translation exposures, potential currency exposure impact on global firms and investor performance. Foreign exchange risk management strategies through Forward contracts, future contracts, money market hedges, and options contracts.

Unit – IV

Fundamental Parity Relationships and Exchange Rate Forecasting– Purchasing Power Parity, Covered and Uncovered Interest Rate Parity, International Fisher's Effect, Forward Rate Parity. Influence of these parity relationships on Exchange Rates. Methods of Forecasting foreign exchange rates and foreign exchange volatility.

Unit – V

International Capital Markets - Sources of International Finance, Debt and Equity Markets, International Equity Diversification. Short-term Vs Long-term Finance. Export Import Finance. ADRs, GDRs, IDRs - benefits and costs of holdings for investors, benefits and costs of issuance for corporations. International Capital Structure – Parent Vs Subsidiary



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Norms. Global Capital Structure –Factors affecting the choice of markets and structure. International Cost of Capital – Calculation, Cost of Foreign Debt, Cost of Foreign Equity, Use of International CAPM. RBI Guidelines.

Course Outcomes: The Student is able to

- CO1 : Evaluate the functioning of international financial system and monetary system .
- CO2 : Analyse the international financial markets and the various international financial instruments .
- CO3 : Discuss the advantages of foreign exchange market .
- CO4 : Identify and evaluate foreign direct investments .
- CO5 : Design strategies to deal with international tax environment .

References:

1. Bekaerk, Hodrick. International Financial Management, Prentice Hall.
2. Rajiv Srivastava. International Finance. OUP
3. Thummuluri Siddhaiah. International Financial Management. Pearson
4. Eun, Resnick. International Financial Management. McGraw Hill

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424 - Management Control Systems

Objectives:

1. The main aim of the course is to appraise the students about the concept of Management Control Systems.
2. To offer knowledge of responsibility centers.

Unit – I

Fundamentals of Management Control: Nature of Management Control Systems, Basic concepts, Boundaries of Management Control, Impact of the Internet on Management Control, Management control environment, Goal congruence, Informal factors that influence goal congruence. Formal control systems- types of organizations, Functions of the controller.

Unit – II

Performance measurement – Difficulties in implementing performance measurement systems, interactive control. Strategic Planning and Management Control.

Unit – III

Responsibility centres – Revenue centres, Expenses centres, Administrative and support centres, Research and Development centres, Marketing centres, Profit centres, General considerations. Business units as profit centres – Other profit centres, Measuring profitability. Transfer pricing – Objectives of transfer prices, Transfer pricing methods. Pricing corporate services. Administration of transfer prices.

Unit – IV

Management control process – Strategic planning, Nature of strategic planning, Analysing proposed new programs, Analysing ongoing programs. strategic planning process – Understanding strategies, Concept of strategies, Corporate level strategies, Business unit strategies. Budget preparation – Nature of a budget, Other budgets, Budget preparation process.

Unit – V

Service organizations – Service organizations in general, professional service organizations, Financial service organizations, Health care organizations, Non-profit organizations. Multinational organizations, Cultural differences.

Course Outcomes: The Student is able to



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CO1 : comprehend the basic concepts in designing effective Management Control Systems..

CO2 : apply these concepts in Budgeting and Responsibility Centre Accounting.

CO3: understand the concepts related to Transfer Pricing

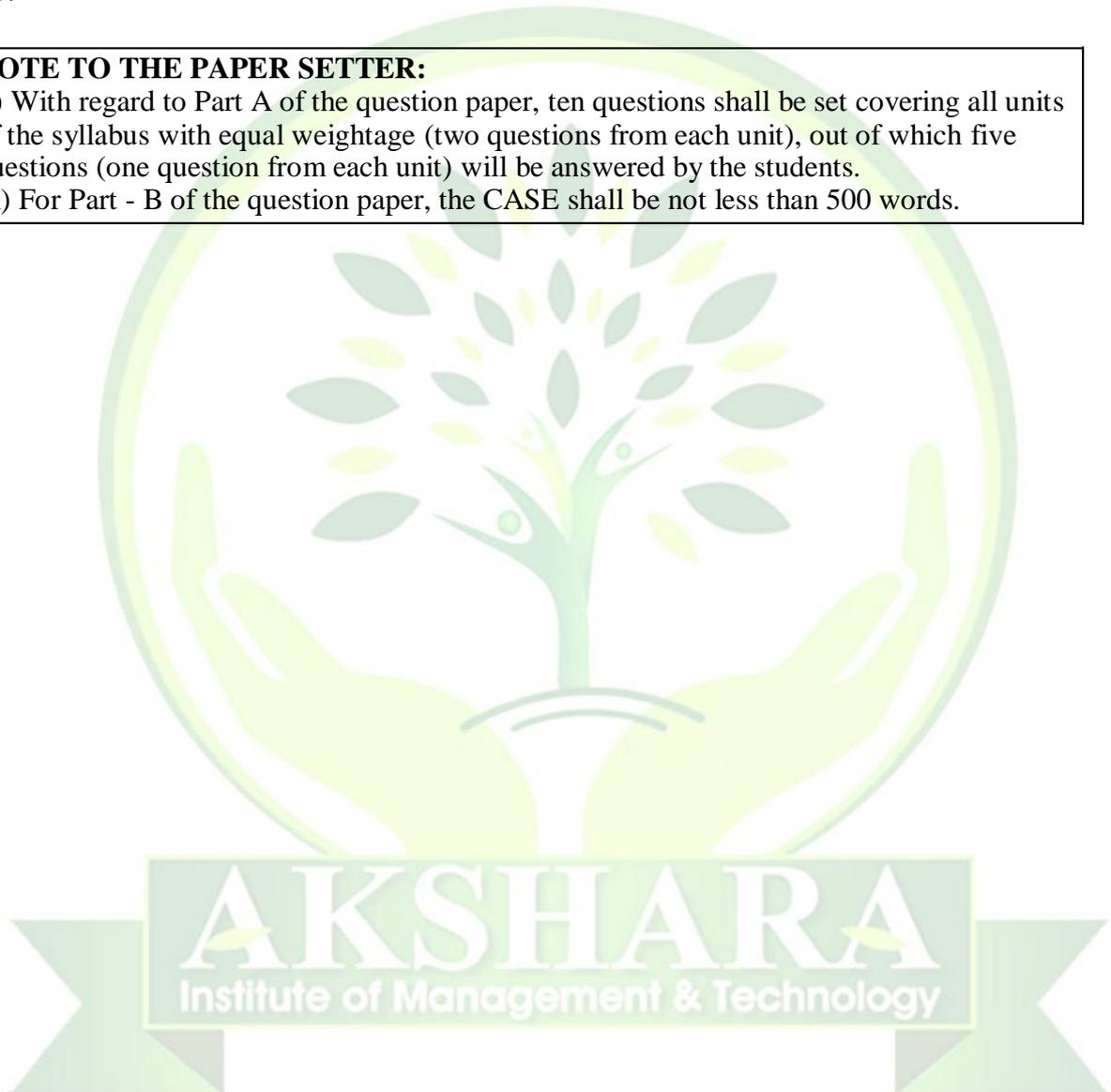
Reference:

Robert N Anthony and Vijay Govindarajan, Management Control Systems, McGraw-Hill 2017

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431 - Strategic Human Resource Development

Objectives:

1. This course is designed to provide a comprehensive understanding of the concepts, strategies, and trends associated with HRD.
2. It aims to educate the students regarding HRD functions, HRD programmes, Career Development and Employee Socialisation.

Unit – I

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organisations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; The HRM and approaches to HRM; HRM in personnel management; work organisation and systems; social organisation of the work place and its strategic importance; Human resource policies; Integrating HR Strategies with corporate strategies; Human Resource Management as an approach to organisation design and the role of HRM in organisation management;

Unit – II

Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an on-going organisation; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system

Unit – III

Managing Human Resources Inflow-Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centres in recruitment and selection and retention policies. Developing Human Resources - Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

Unit – IV

Performance management - Concept, Philosophy, process. performance appraisal: team performance management and evaluation, Counselling, Coaching. Compensation and Rewards management - Reward strategies and philosophy; HRM approach to rewards management

Unit – V



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Strategic management of employee relations -HRM approach to employee relations: HRM values and employee relations, change management, HRM and culture management, employees' involvement and participation in decision making and management of organization, negotiating employee relations, HRM and trade unions.

Course Outcomes: The Student is able to

CO1 : Analyze the fundamental concepts of HRM and functions of HRD.

CO2 : Develop sub-systems of HRD.

CO3 : Apply training and development practices.

CO4 : Identify the issues in employee counseling and wellness.

References:

1. Tanuja Agarwala. Strategic Human Resource Management, OUP
2. Gary Rees. Strategic Human Resource Management. SAGE

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436 - Global Human Resource Management

Objectives:

1. This course is designed to provide a comprehensive understanding of the concepts and strategies associated with Global HRM, its Social and Cultural context.
2. Aims to educate about the International HRM functions and Industrial Relations.

Unit – I

Human and Cultural Variables in Global Organisations, Cross-cultural differences and managerial implications. Cross Cultural Research Methodologies and Hofstede Hermes Study. Structure in International Firms. Global Issues and Challenges.

Unit – II

Structural Evolution of Global Organisations -- Cross cultural leadership and decision making, Cross-cultural communication and negotiation. Managing across Cultures. Religious and Economic Implications.

Unit – III

Human Resource Management in Global Organisations – Recruitment, Selection, Training, and Development. Career and Family Balancing Issues.

Unit – IV

Compensation and Appraisal in Global Perspective. International Industrial Relations.

Unit – V

MNCs and Compensation System across Countries. People Management in USA, Asia, Europe, and Africa. Trends, and Future Challenges. Diversity – Norms, Benefits, and Challenges.

Course Outcomes: The Student is able to

- CO1 : Identify the challenges of global HRM and the strategic role of Global HRM.
- CO2 : Analyze the cross-cultural management problems and the necessary skill building methods.
- CO3 : Develop the global labour relations and international standards in organizations.

Reference:

Anne-Wil Harzing, International Human Resource Management. SAGE



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- (i) With regard to Part A of the question paper, ten questions shall be set covering all units of the syllabus with equal weightage (two questions from each unit), out of which five questions (one question from each unit) will be answered by the students.
- (ii) For Part - B of the question paper, the CASE shall be not less than 500 words.





441 - Enterprise Resource Planning

Objectives:

1. This course is designed to provide a comprehensive understanding of the concepts associated with ERP Modules, Applications and Implementation.
2. To learn post implementation issues and maintenance of ERP.

Unit – I

Introduction – Overview, Need, Advantages, and Growth of ERP. Evolution - Risks and benefits, planning design and implementation of cross functional integrated ERP systems. Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP), Supply Chain Management (SCM), Customer Relationship Management (CRM). ERP in Small and Medium Firms.

Unit – II

ERP Solutions and functional units - Overview of ERP software solutions. Small, medium, and large enterprise vendor solutions. Business Engineering and best Business practices - Business Process Management. Overview of ERP UNITS – Sales, Marketing, Accounting, Finance, Materials and Production management etc.

Unit – III

ERP Implementation life cycle - ERP implementation strategies, Risks. People issues, technology risk, process risk, operation and maintenance risks, and managing such risks in ERP. Projects - Planning Evaluation and selection of ERP Systems. Implementation life cycle - Evaluation and selection of ERP Package, Project planning, Implementation team training and testing, End user training & Going Live. Post Evaluation & Maintenance- ERP implementation, Methodology and Frame work. Training & Data Migration. Consultants, Vendors and Employees. Role of BPR in ERP

Unit – IV

Post implementation – Maintenance of ERP, Organizational and Industrial impact, Success and Failure. Factors of ERP Implementation.

Unit – V

Emerging trends on ERP - ERP II, ERP and Internet, Extended ERP systems and ERP, bolt – on -CRM, SCM, Business analytics etc. Security & Privacy issues. Future trends in ERP systems, web enabled, Wireless technologies. Case studies.



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Course Outcomes: The Student is able to

CO1 : Make basic use of Enterprise software, and its role in integrating business functions

CO2 : Analyse the strategic options for ERP identification and adoption.

CO3 : Design the ERP implementation strategies.

CO4 : Create reengineered business processes for successful ERP implementation.

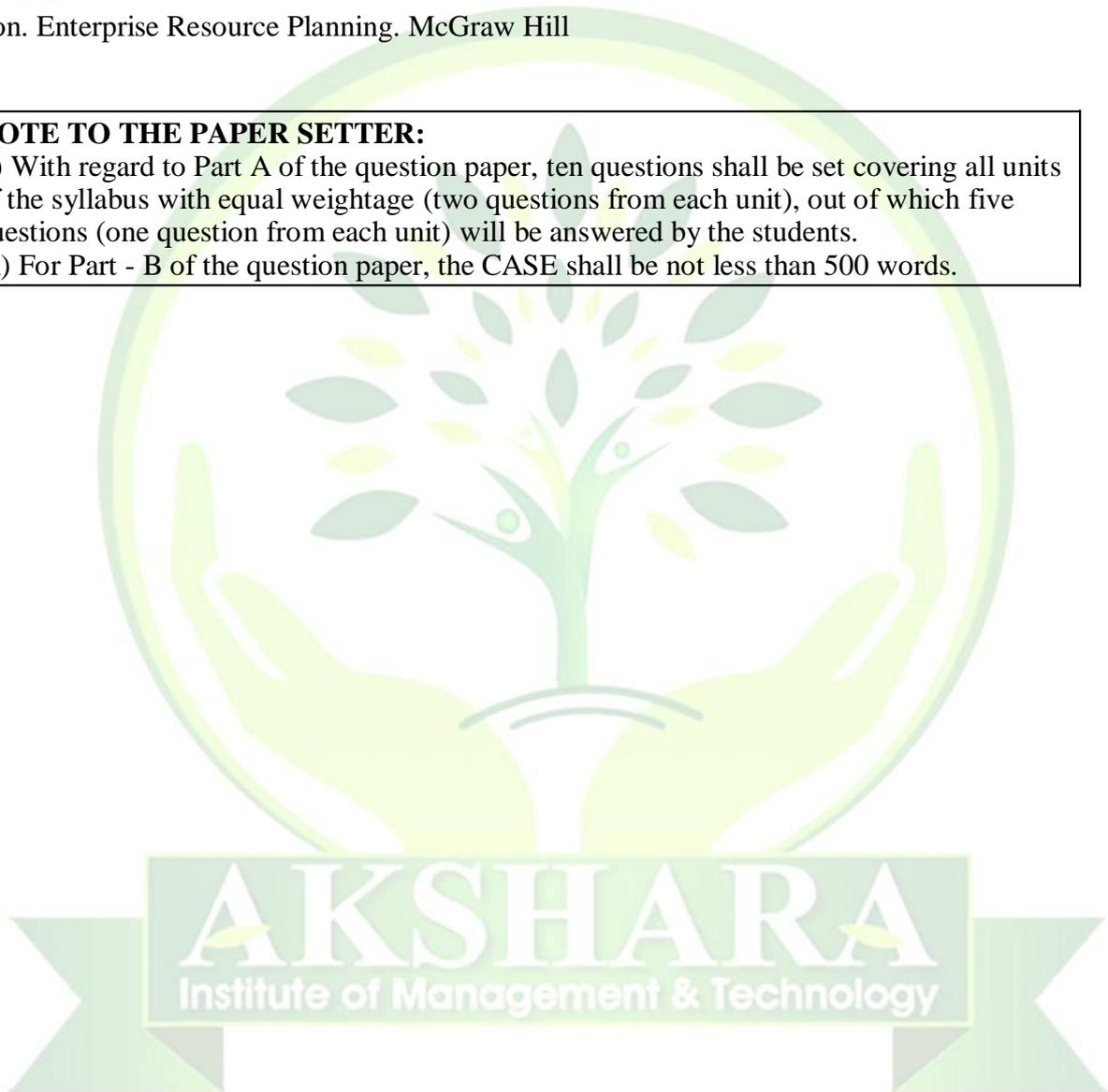
Reference:

Leon. Enterprise Resource Planning. McGraw Hill

NOTE TO THE PAPER SETTER:

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446 - Software Project Management

Objectives:

1. This course intends to equip the students with the tools and techniques of Software Project Management.
2. Design and implement information system with effectiveness and efficiency.

Unit – I

Introduction to Software Project Management: Software as an Evolving product, characteristics and components of software products, Software engineering process: various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

Unit – II

Planning a software project - Objectives, Effort, time, staffing and cost estimation. Make or - buy decisions. Software project scheduling: defining tasks, Activity Network, Gantt Charts, scheduling using PERT/CPM, PERT Charts, Project planning and Analysis.

Unit – III

Software Configuration and Design - Components of configuration, versions control and configuration audit. Software Design Process: Concepts, functional and object-oriented design, structured analysis, structured design, modular design, and design documentation.

Unit – IV

Software Testing: Objectives, Methods of testing, Mc Cabe's cyclomatic complexity metric, testing GUI's, testing Clients/Server architectures, testing real systems. Strategies for testing, Unit testing, Integration Testing, System testing and debugging.

Unit – V

Software implementation process and problems/issues: Emerging trends in Software Project Management, Case studies. Software quality assurance and standards, quality policy, quality controls, Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.

Course Outcomes: The Student is able to

CO1 : acquire the knowledge of the Tools and techniques used in Software Project Management.



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CO2 : apply this knowledge in the effective Management of Software Project Management.

Reference:

Software Project Management - Bob Hughes & Mike Cotterell. McGraw Hill

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PAPER- 405(B): BUSINESS ETHICS

(Open Elective)

(With effect from the academic year 2021-22)

UNIT-I

Business Ethics: Meaning, Principles of Business Ethics- Evolution and Development of Business Ethics- Importance and Need for Business Ethics- Significance of Business Ethics- Values and Ethics in Business- Code of Ethics. (Theory only)

UNIT-II

Nature and some important Theories of Ethics- Sources of Business Ethics- Managing Ethics- values, Ethics and Business Strategy- Ethical issues and Dilemmas in Business- Sources of Ethical Problems- Improving Ethics in Business- Improving Ethics in Business- Theory of Ethical Egoism- Theory of Ethical Utilitarianism- Theory of Egalitarianism. (Theory only)

UNIT-III

Ethical decision- making in Business- Ethical decision making with Cross holder conflicts and competition- Applying Moral Philosophy to Ethical Decision making- Factors influencing Ethical Decision making- A framework of Ethical Decision making- Using the Ethical decision making framework to improve Ethical decisions. (Theory only)

UNIT-IV

Globalization and Business Ethics- History of Globalization- Growth of Global Corporations- Factors facilitating Globalization- Business Ethics in Global Economy- Ethical perceptions and International Business- Global Values- Role of Ethics in International Business. (Theory only)

UNIT-V

Creating an Ethical Organization- Human nature and unethical behavior in organizations- Code of conduct- Code of Ethics vs. Code of Conduct- Ethics Committees- Ethics Communication Systems- Ethics Training Programming- Disciplinary system- System to monitor and enforce Ethical Standards. (Theory only)



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REFERENCE BOOKS:

1. Business Ethics (Concepts, application, Framework and cultural Impact), K. Aswathappa and others, Himalaya Publishing House.
2. Business Ethics- A Case Perspective, O.C. Ferrell, John Fredrich and Linda Ferrell Cengage Leachery.
3. Business Ethics- An Indian Perspective, A.C. Fernando, Pearson.
4. Business Ethics (Indian Edition), Andrew Crane Dirk Matten, Oxford University Press, New Delhi.
5. Essentials of Business Environment (Test, Cases & Exercises), K. Aswathappa, Himalaya Publishing House.

