



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 – III

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
301	Business Environment	Core	4	30	70	3 Hrs	100
302	Entrepreneurship	Core: Skill Enhancement	4	30	70	3 Hrs	100
303	Industrial Project Course	Core: Job Specialisation Internship	4	30	70	3 Hrs	100
304	Project VIVA VOCE	Core	4	--	100	--	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
311	Consumer Behaviour	Elective Skill Enhancement	4	30	70	3 Hrs	100
314	Advertising and Sales Promotion Management	Elective Practical	4	30	70	3 Hrs	100

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
321	Financial Services	Elective Skill Enhancement	4	30	70	3 Hrs	100
322	Investment Management	Elective Life Skills	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
333	Human Resource Planning	Elective Life Skills	4	30	70	3 Hrs	100
335	Leadership Development	Elective Value added Course	4	30	70	3 Hrs	100



Finance and HR

301 - Business Environment
302 - Entrepreneurship
303 - Industrial Project Course
304 - Project Viva Voce
321 - Financial Services
322 - Investment Management
335- Leadership Development
Open Elective - B-12-00-3-07-OE - Office Automation

Finance and Marketing

301 - Business Environment
302 - Entrepreneurship
303 - Industrial Project Course
304 - Project Viva Voce
321 - Financial Services
322 - Investment Management
311- Consumer Behaviour
Open Elective - B-12-00-3-07-OE - Office Automation

HR and Marketing

301 - Business Environment
302 - Entrepreneurship
303 - Industrial Project Course
304 - Project Viva Voce
333 - Human Resource Planning
335- Leadership Development
311- Consumer Behaviour
Open Elective - B-12-00-3-07-OE - Office Automation

HR and Finance

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303 - Industrial Project Course
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Marketing and HR

301 - Business Environment
302 - Entrepreneurship
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Marketing and Finance

301 - Business Environment
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Semester - III

301 - Business Environment

Objectives:

1. To enable students understand the opportunities and challenges of prevailing and desirable global business environment in which business has to operate.
2. Provide an understanding of the role of business in society.
3. To enable students read, research and discuss the issues through written papers, presentations, industrial visits and role plays in class seminars.

Unit – I

Theoretical Framework of Business Environment: Concept, significance and nature of business environment. Elements of environment- Internal and External; Changing dimensions of business environment, Techniques of environmental scanning and monitoring.

Unit – II

Planning in India: Emergence of Planning, NITI Ayog, National Development Council. Economic Environment of Business: Significance and elements of economic environment, Economic Trends: Savings and Investment, Industry, Growth of Infrastructure Balance of Payment. Incentives for Make in India, PLI Scheme, Ease of doing business.

Unit – III

Problems of Growth: Unemployment, Inflation, Regional imbalances and Social Injustice. Government Policies- Industrial policy, Fiscal and Monetary policies, EXIM policy; SEZ policy, LPG 1991, Direct and Indirect Taxes with special reference to GST and VAT.

Unit – IV

Political and Legal Environment of Business: Changing dimensions of legal environment in India, Brief introduction to Competition Act, 2005, FEMA, Corporate Governance and Social Responsibility of Business

Unit – V

Foreign Investment: FDI, FII, Determinants of Foreign Investment, Multinational Corporations: Favourable and Harmful effect of the operations of MNCs on Indian economy, Liberalization and MNC's. International Business Environment: World bank, IMF, General agreement on Tariff and trade. : the WTO agreement, TRIPS, TRIMS, Non-tariff barriers and Dispute settlement mechanism, Kyoto Protocol, FTAs



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Course Outcomes: The Student is able to

CO1 : analyze the structure of Indian economy.

CO2 : discuss the components of fiscal policy and balance of payments.

CO3 : evaluate different trade related policies.

CO4 : comply with acts like Competition Act, RTP and RTI.

CO5 : plan for ESG

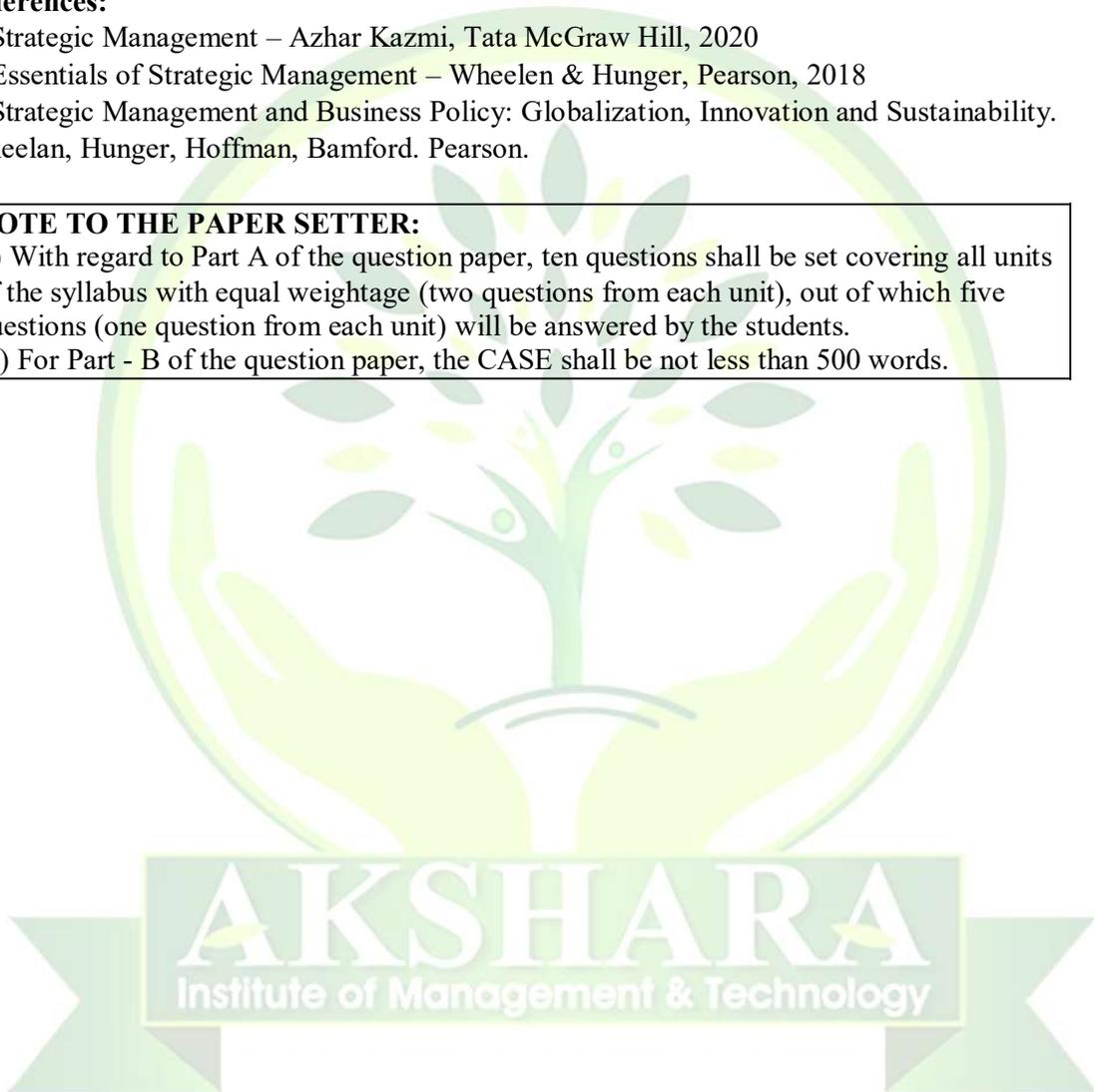
References:

1. Strategic Management – Azhar Kazmi, Tata McGraw Hill, 2020
2. Essentials of Strategic Management – Wheelen & Hunger, Pearson, 2018
3. Strategic Management and Business Policy: Globalization, Innovation and Sustainability. Wheelan, Hunger, Hoffman, Bamford. Pearson.

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.





302 - Entrepreneurship

Objectives:

1. Providing Entrepreneurial knowledge base
2. Sensitise about the basic functional knowledge needs for entrepreneurs.
3. Encourage and prepare the students to be entrepreneurs.

Unit – I

Entrepreneurship: meaning, importance of entrepreneurship, concepts, Characteristics, classifications of entrepreneurship, problems faced by entrepreneurs in India. Entrepreneur v/s intrapreneur, entrepreneurial models, Legal issues for Entrepreneur: Intellectual property rights: Copyrights, Trademarks, Trade secrets, Patents.

Unit – II

Women Entrepreneurs, working environment, challenges in the path of women entrepreneurs, empowerment, Grassroots entrepreneurs through self help groups (SHG). Building the business plan- Feasibility study: Setting up of Small business enterprises,

Unit – III

Financial Considerations: Basic financial statements, Managing Cash Flows, Preparation of projected financial statements, Applications of Business ratios, Sources of finance: Debt and Equity. Marketing: Marketing considerations- selecting the target market, market strategy. Pricing strategies and marketing of services, export marketing.

Unit – IV

Production management in Small business: production and material management, Break even analysis. HRM in Small business: Importance of HRM, HRD, Industrial relations, labour laws, pollution control laws.

Unit – V

Institutions supporting small business enterprises: Introduction, Central level institutions, state level institutions, other agencies. Sickness in small business enterprises: Definition and status of Sickness of SSI's in India, causes of sickness, Symptoms and cure of sickness. Business incubators. Social Entrepreneurship.



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Course Outcomes: The Student is able to

CO1 : Appreciate the concept of entrepreneurship.

CO2 : Analyse entrepreneurship development programs in India and training for entrepreneurial competencies.

CO3 : Design the project reports, evaluate them and pitch for funding.

CO4 : Create awareness about the institutional support to small and medium enterprises.

References:

1. Hisrich Peters shepherd: **Entrepreneurship** (Tata McGraw Hill), 2020
2. Prasanna Chandra: **Projects Planning Analysis, Reductions implementation & Review** (Tata McGraw Hill), 2019
3. Harvard Business Review, Entrepreneur's Handbook: Everything you need to launch and grow your new business. (HBR Handbook)
4. Dhruv Nath, Sushanto Mitra: Funding your Startup and other Nightmares.

NOTE TO THE PAPER SETTER:

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303 - Industrial Project Course

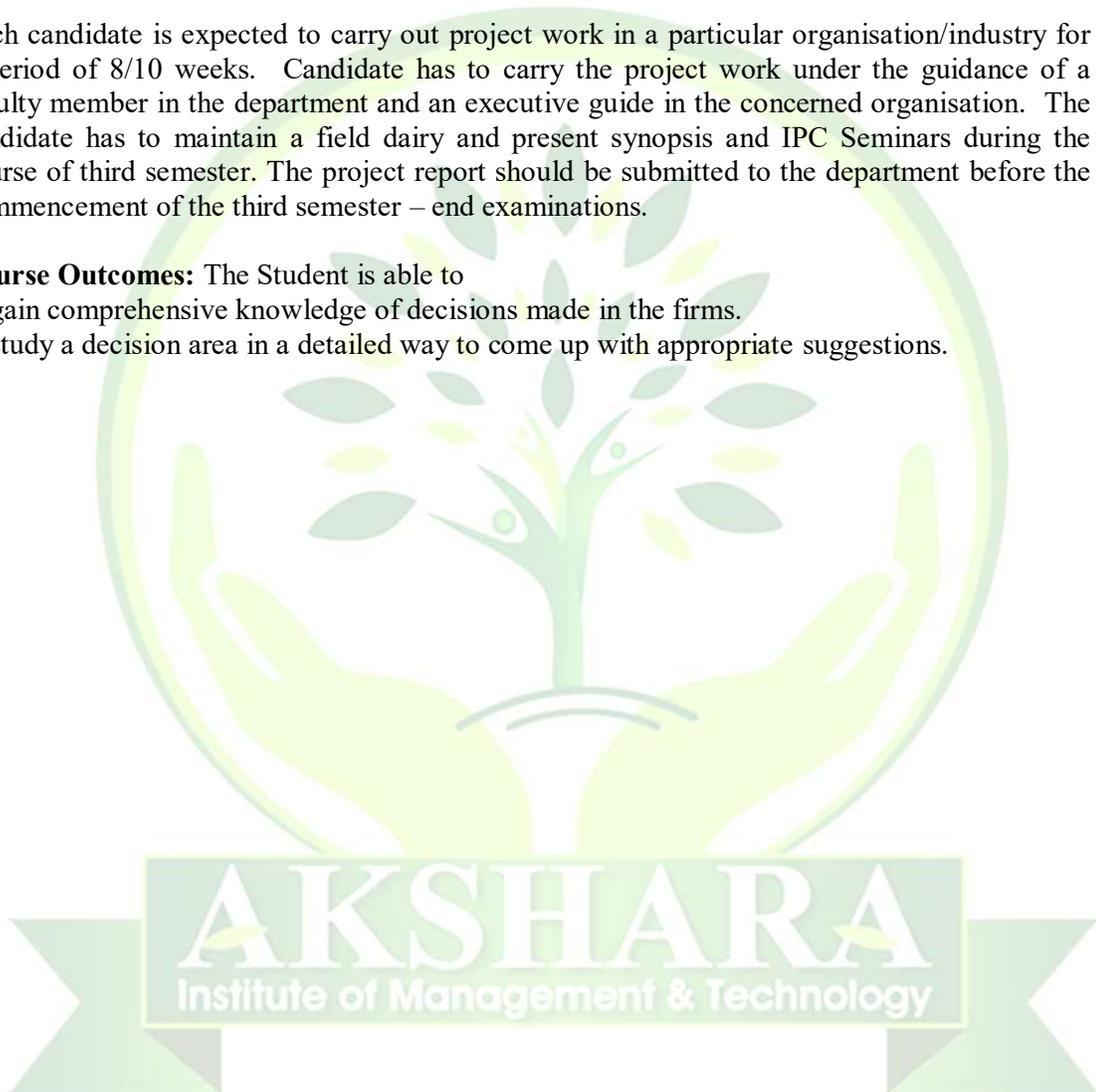
Objectives:

1. To observe decisions in different functional areas of a firm.
2. To take up a decision area to conduct a detailed study in a standardised way.

Each candidate is expected to carry out project work in a particular organisation/industry for a period of 8/10 weeks. Candidate has to carry the project work under the guidance of a faculty member in the department and an executive guide in the concerned organisation. The candidate has to maintain a field dairy and present synopsis and IPC Seminars during the course of third semester. The project report should be submitted to the department before the commencement of the third semester – end examinations.

Course Outcomes: The Student is able to

1. gain comprehensive knowledge of decisions made in the firms.
2. study a decision area in a detailed way to come up with appropriate suggestions.





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304 - Project Viva Voce

Objective:

A comprehensive Viva Voce Examination shall be conducted by a panel of internal and external experts as part of the semester end examinations covering all the courses with emphasis on project work completed by the students.





311 - Consumer Behaviour

Objectives:

1. To understand the conceptual foundations of consumer buying behavior.
2. To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG, consumer durables, industry and services industry.

Unit – I

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications – Consumer Behaviour Models

Unit – II

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

Unit – III

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

Unit – IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty – Consumerism - Consumer rights and Marketers' responsibilities.

Unit – V

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.



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Course Outcomes: The Student is able to

CO1 : Evaluate the consumer behaviour and business strategies.

CO2 : Apply the various consumer behaviour models for effective marketing strategies.

CO3 : Build the psychological process and develop the effective strategy in terms of impact on consumer behaviour.

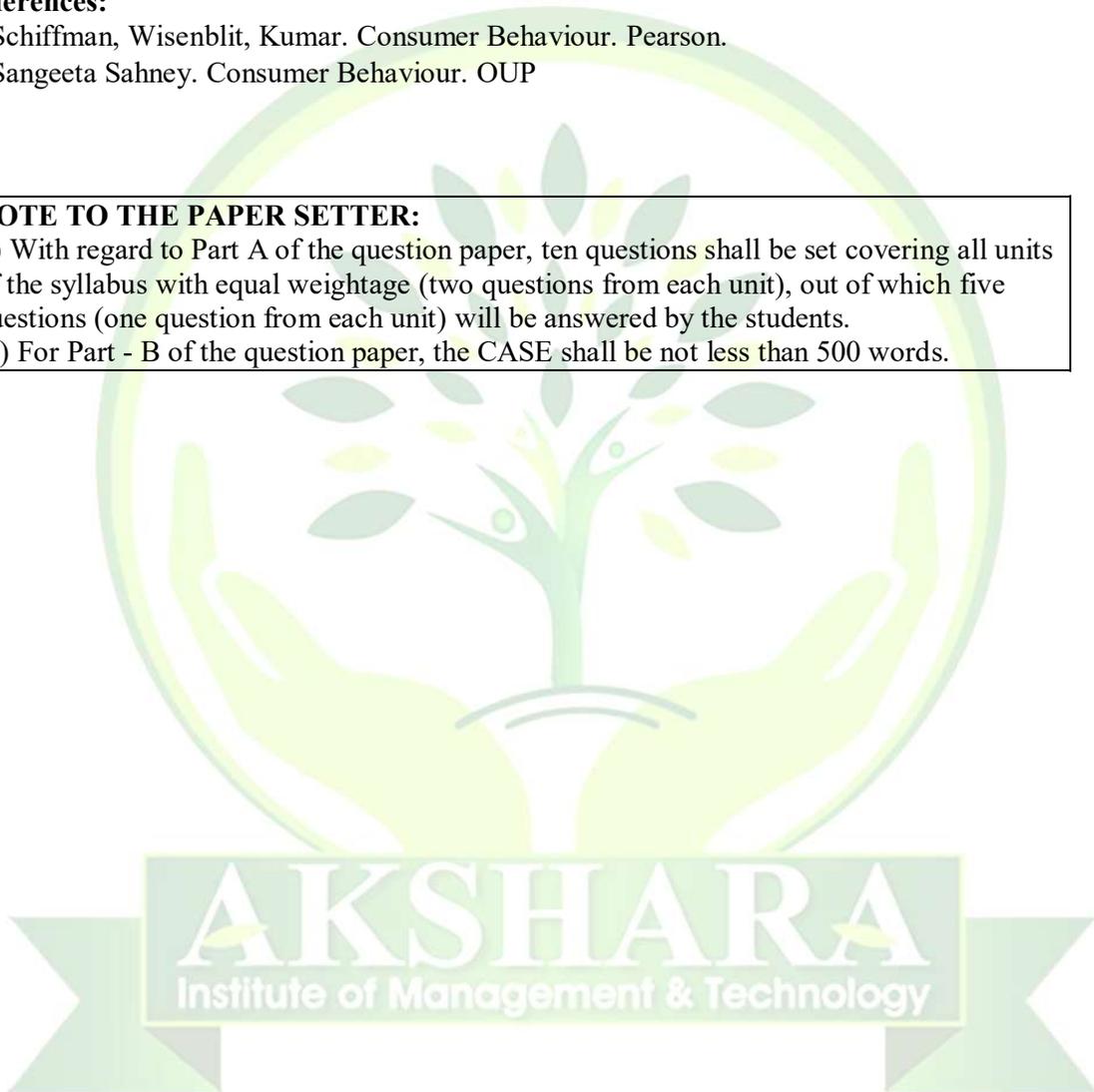
References:

1. Schiffman, Wisenblit, Kumar. Consumer Behaviour. Pearson.
2. Sangeeta Sahney. Consumer Behaviour. OUP

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314 - Advertising & Sales Promotion Management

Objectives:

1. To equip students for a career in Sales Promotion Management and Advertising.
2. To understand the various types of advertising and their effectiveness.

Unit – I

Advertising - an introduction- Origin and Development - Definition and Classification – Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface - Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief

Unit – II

Copy Decisions - Visualization of Ad Layout - Elements of Ad Copy and Creation Principles of verbal versus visual thinkers - Styles and Stages in advertising copy creation- Copy (Pre-) Testing methods and measurements.

Unit – III

Media Decisions - Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research - The Internet as an Advertising Medium - Tracking Website visits, page views, hits, and click-stream analysis - permission marketing and privacy - ethical concerns.

Unit – IV

Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building.

Unit – V

Sales Promotion - Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues. Brand Equity - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve 'brand-standing' - Leveraging Brand Values for business and non-business contexts.



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Course Outcomes: The Student is able to

CO1 : Discuss the basic concepts of advertising for better understanding the challenges and opportunities in advertising .

CO2 : Analyse the relations of advertising with segmentation and budget decision .

CO3 : Design better advertising strategies for the company .

CO4 : Identify media options which are suitable for the company for better promotion .

CO5 : Develop an effective advertising campaign for the company .

CO6 : Evaluate the role of AD agencies for the successful advertising management

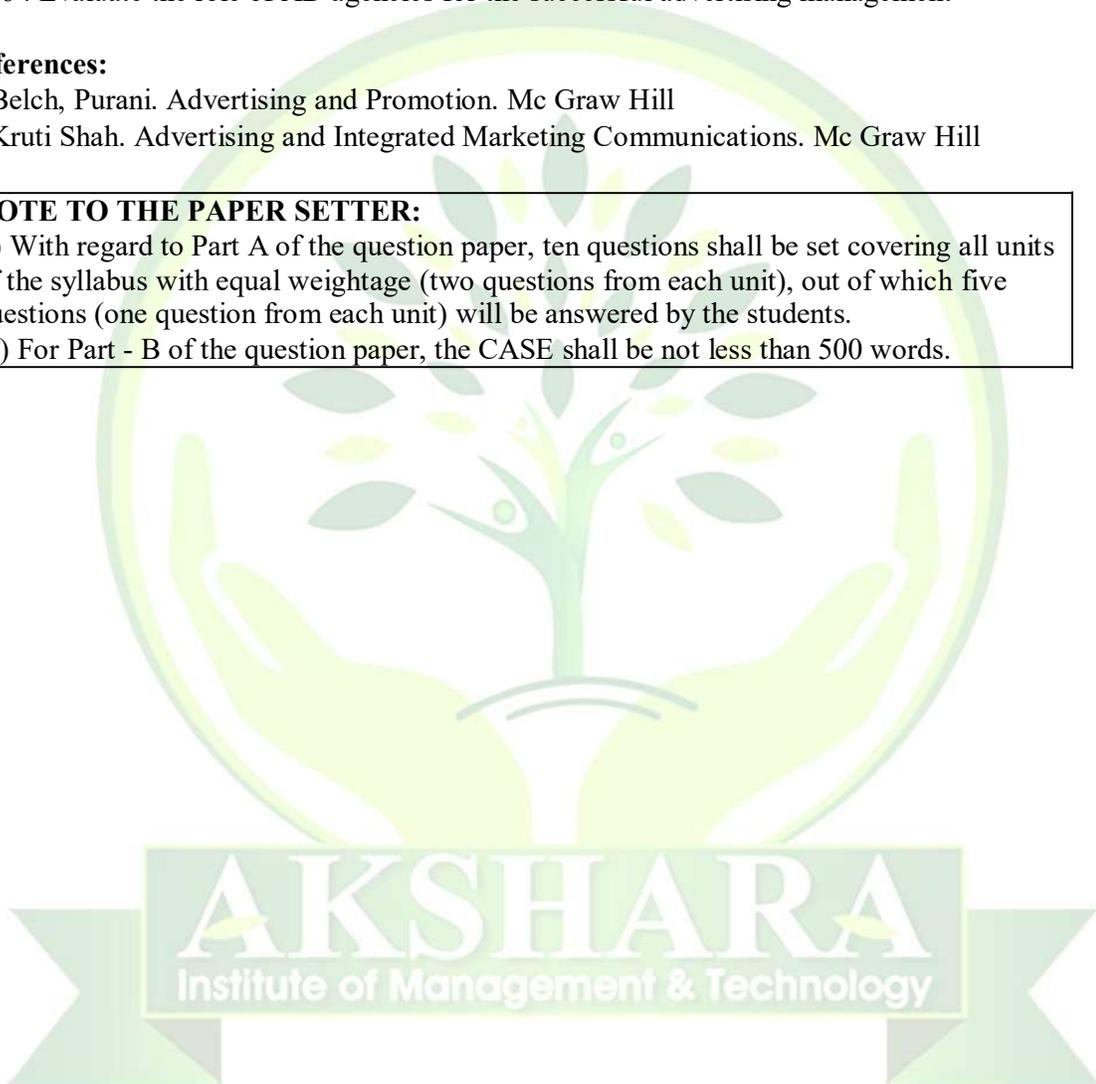
References:

1. Belch, Purani. Advertising and Promotion. Mc Graw Hill
2. Kruti Shah. Advertising and Integrated Marketing Communications. Mc Graw Hill

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321 - Financial Services

Objectives:

1. To know about the Indian financial system and its players
2. To understand the security market regulations
3. To keep abreast of recent financial services

Unit – I

Overview of Financial Services: nature, scope and importance Financial System and Markets: Types, Constituents and functioning, SEBI Role and functions, Overview of Foreign Markets, Financial Sector Reforms in India.

Unit – II

Introduction to Banking and Insurance services; RBI – Role and functions. Primary and secondary markets and their intermediaries: Introduction of Primary & Secondary Markets (BSE, NSE & OTCEI), Money market, Merchant banking services - new issue management, Prospectus of Public Offering, Book Building, IPO and FPO. Green shoe Option, Underwriter, Registrar and Share Transfer Agent. Stock broking, Depositories, Custodial services, short selling. Securities lending and borrowing services

Unit – III

Lease financing, Different types of leases – Evaluating a financial lease. Hire purchase, Consumer credit, Credit card, debit card – Factoring, Bill discounting, Forfaiting, Reverse Mortgage, BNPL.

Unit – IV

Mutual Fund organization - Meaning, status, types. Venture capital financing. Credit Rating Services. Portfolio Management Services, Wealth Management.

Unit – V

Consumer Finance, Housing finance, Securitization in India: concept, nature, scope and their implications, Management of Non-Banking Financial Companies and Microfinance

Course Outcomes: The Student is able to

CO1 : comprehend the broad Financial Framework and its inter-relationships along with the awareness about the different financial services.

CO2 : acquire the knowledge of the techniques in Evaluation of Financing Alternatives.

CO3 : equip themselves with knowledge for Wealth Management



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References:

1. M Y Khan. Financial Services, McGraw Hill, 2017
2. L M Bhole, Jitendra Mahakud. Financial Institutions and Markets. McGraw Hill

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322 - Investment Management

Objectives:

- 1) To have understanding on different investments.
- 2) To have exposure on functioning of capital market
- 3) To understand various theories of portfolio management and evaluation.

Unit – I

Investment: Meaning, Features, Alternative Investments, Speculation and Gambling. Indian Capital Market – Primary Market and Secondary Markets – Processes of Buying and Selling Securities– Secondary Markets – Types – Stock Exchanges – Depository – Role of SEBI in security markets.

Unit – II

Fixed Income Securities: Real and Nominal Rates of Return – Components of Risk – Bond Characteristics, Prices, Yields, Ratings, Rating Procedure. Yield Curve – Determinants of interest Rates, Interest Rate Risk, Duration, and Bond Portfolio Immunisation.

Unit – III

Fundamental Analysis: Meaning, Importance, Objectives. Analysis of Economy, Industry, and Company, Financial and Non-Financial Parameters. Technical Analysis: Meaning – Difference between fundamental analysis and Technical analysis, The Dow Theory, Technical indicators, Charting Techniques. Stock market indicators. Market Efficiency: Weak form, Semi-strong form, Strong form. Equity Valuation models.

Unit – IV

Portfolio Analysis: Risk – Return Framework - Security Returns, Measurement of Returns, Systematic and Unsystematic Risk. Index Models – Efficient Frontier, Dominance Principle, Optimum Portfolio, Utility Theory, Markowitz Portfolio Selection, Single Index Model,

Unit – V

Asset Pricing Model –Capital Market Theory, Capital Asset Pricing Model (CAPM), Assumptions, Inputs, Capital Market Line, Security Market Line, CAPM Anomalies. Evaluation of Portfolios – M2, Sharpe, Treynor, Jensen Measures, Morning Star Ratings, Style Analysis. Mutual Funds – Types, Fund of Funds, ETFs, Inverse Funds, Global Diversification. GDR, ADR, IDR



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Course Outcomes: The Student is able to

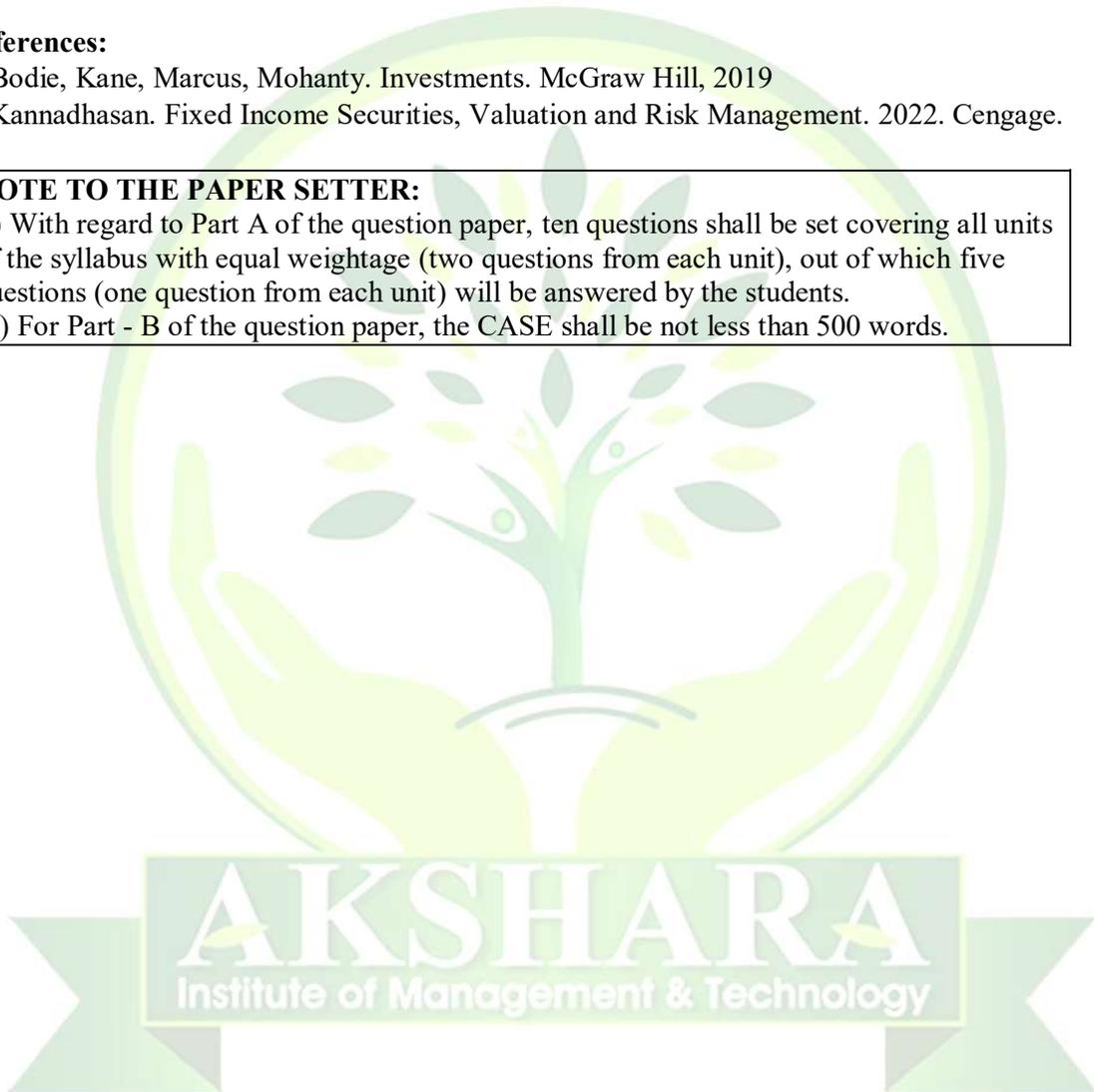
- CO1 : analyse various investment alternatives for effective investment decisions
- CO2 : Discuss the importance of security analysis in investment decision process.
- CO3 : Design bond management strategies.
- CO4 : Apply different equity valuation methods for the valuation of securities.
- CO5 : Construct optimal portfolio for optimum return.
- CO6 : Analyse different schemes of mutual funds for better investment decision

References:

1. Bodie, Kane, Marcus, Mohanty. Investments. McGraw Hill, 2019
2. Kannadhasan. Fixed Income Securities, Valuation and Risk Management. 2022. Cengage.

NOTE TO THE PAPER SETTER:

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333 - Human Resource Planning

Objectives:

1. To provide an exposure of theories, techniques and approaches to HR Planning.
2. To create a practical orientation towards the Emerging trends in the HR field.

Unit – I

INTRODUCTION: Concepts of Human resource planning (HRP) – objectives, and factors affecting HRP, significance. Macro level scenario of HRP – Process, benefits, problems and limitations of HRP, Planning job requirements and descriptions – Job Information, Job description, Job evaluation, Skills Analysis.

Unit – II

MANPOWER PLANNING - Anticipating Man power needs – Man power Inventory, Expected Loss and Extra needs, Existing post or new post to be created, demand and supply forecasting, career planning and succession planning, wastage analysis, retention, redeployment and exit strategies. Recruitment - Introduction to recruitment, nature and need of recruitment, workers' expectations, proactive recruitment and reactive recruitment, electronic recruitment, innovative recruitment sources - electronic resumes, career websites, international electronic recruitment, electronic web sources.

Unit – III

SELECTION PROCESS: Job analysis to man specification, Selecting sources of recruitment, Internal & External recruitment sources, interviewing, job descriptions, Review in the applications and resumes. Planning basic questions, competency-based questions, key competency category, competency-based lead-ins, generic competence questions, additional types of questions, probing questions, questioning techniques to avoid, Types of Interviews. Hiring Methods - Nature of hiring, Methods of hiring, External Hiring, meaning and definition of external recruitment, sources of external hiring. Performance Appraisal and Development.

Unit – IV

PRE-EMPLOYMENT TESTING - Testing advantages and disadvantages, test validation, testing categories, Computer based testing, background check policy, reference check, guidelines for releasing and obtaining Information Performance Tests - Mental ability, Group discussion, mechanical ability test, role plays, Personality assessment, assessment centres, personal interview, integrity testing, Drug testing, graphology.



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Unit – V

REFERENCE CHECKING AND APPOINTMENT ORDERS: Meaning, definition and purpose; Verification of character, criminal antecedents, previous work behaviour and educational qualifications. Verification of community certificates in public sector companies. Statutory requirements (under the shops and commercial establishments act), Contents of appointment letter, hardcopy (or softcopy), method of delivery and retrieving the acknowledgement copy, medical examination & acceptance of offer for joining.

Course Outcomes: The Student is able to

CO1 : explain the basic concepts and importance of Human Resource Planning.

CO2 : identify the importance of Career Planning.

CO3 : evaluate the need for improving the HR Information Systems.

References:

1. Stephen Robbins. Essentials of Organizational Behaviour. Pearson.
2. Dhamija, Hasan, Singh. Talent Management in India. Atlantic Publication.

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335 - Leadership Development

Objectives:

1. To introduce the concepts of Leadership, Communication and Motivation.
2. To enable the students to appreciate the nuances of Leader's Personality and its impact on building a strong Team.

Unit – I

Introduction to Leadership: Leadership - Definition, the nature of Leadership, Manager vs Leaders, Traits of good leaders and followers, Effective leadership behaviours, level of conceptualization Participative Leadership and Empowerment. Participative Nature, Normative decisions framework, Delegation, Motivation and Empowerment, Consequences of empowerment, Facilitating conditions for empowerment.

Unit – II

Transformational Leadership and Adaptive Leadership : Concepts of power and authority, Influence processes, Power types and sources, Power acquisition – Social exchange theory, Strategic contingency theory. Consequences of Position and Personal power, Influence tactics and its usage and effectiveness.

Leader as change and Transformation agent: Leading change – coaching and mentoring. Transactional, transformational, level five leaders and servant leadership. Charismatic Leadership

Early contingency theories of effective leadership: Contingency approaches - Fiedler's contingency model, Hersey and Blanchard's theory, Path goal theory and Blake and Mouton managerial grid.

Unit – III

Leadership in Teams and strategic Leadership in Organization : Nature of teams and determinants of team performance. Leadership in teams, procedures for facilitating team learning, Leadership training programs, Ethical leadership, gender and leadership, leadership in different cultures, managing diversity, Women Leadership

Unit – IV

Personality Traits : Personality And Leadership – Values, Attitudes, Charisma, Leader's Mind, Emotional Intelligence, Leading with Heart and Mind, Love and Fear, Moral Leadership, Courage, Building Followers, Empowerment, Motivation. Communication in Crisis.



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Unit – V

Blue Ocean Shift : Red Ocean Strategy vs. Blue Ocean Strategy, Blue Ocean Strategy: Aligning Value, Profit and People in Pursuit of Differentiation and Low Cost. Vision, Mission, Strategic Formulation, Shaping Culture and Values, Leading Change and Innovation.

Course Outcomes: The Student is able to

CO1 : identify the leadership qualities to run an organization successfully.

CO2 : understand the various behavioural concepts.

CO3 : develop the organisational structures for effective decision making.

CO6 : discuss team building resources of inspirational leaders in business.

References:

1. Peter G. Northouse. Leadership – Theory and Practice. SAGE, 2018.
2. Conger, Riggio. Practice of Leadership – Developing the Next Generation Leaders. Wiley.

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III SEMESTER OPEN ELECTIVE OFFICE AUTOMATION

UNIT1:

Introduction to computers basics, fundamentals, input and output devices, dos, internal and external commands, windows operating system and components, working functionalities of computers, hardware, software.

Unit 2:

MS WORD: Creating and Formatting a simple document using bulleted and numbered list, adding headers, footers and page numbers navigating long document with the document map working with tables create tables, editing tables, formatting tables, converting tables. Sorting table contents, etc., mail merge, creating a birthday card.

UNIT 3:

MS EXCEL: Introduction to excel its features, Formatting the worksheets, formatting the cell, rows and columns, working with functions and formulae, presenting data with charts, performing what-if analysis with data table, summarize the data using pivot table.

UNIT4:

POWERPOINT: Presentation using text with animation, presentation using images, media file creating a graph in a powerpoint slides, creating self running presentation, hiding and showing the slides.

UNIT 5:

MS ACCESS creating a database create a table, setting field properties and setting the key entering and editing data using from retrieving data from more than one related table using queries using query wizard generating report using report wizards.