

**ACADEMIC REGULATIONS  
COURSE STRUCTURE  
AND  
DETAILED SYLLABI**

**MASTER OF BUSINESS ADMINISTRATION  
(For the batches admitted from the academic year 2019-20)**



**ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES :: RAJAMPET  
(AN AUTONOMOUS INSTITUTION)**

**ACADEMIC RULES AND REGULATIONS OF TWO-YEAR MBA REGULAR  
PROGRAMME  
APPLICABLE FOR THE STUDENT BATCHES ADMITTED FROM THE  
ACADEMIC YEAR 2019 – 2020**

**1. PREAMBLE**

Annamacharya Institute of Technology and Sciences (Autonomous), Rajampet, relentlessly aims to achieve academic excellence by implementing new initiatives in teaching-learning and evaluation processes. In this pursuit, the institute strives to adopt best curricula to match the dynamics of industry and society with needs, expectations, and skillsets of students of the region, in both the undergraduate and post-graduate programmes offered from the academic year 2019-20. This booklet refers to the Master of Business Administration (MBA) programme offered by the Institute and conferred by Jawaharlal Nehru Technological University Anantapur. The MBA degree shall be confirmed on candidates who is admitted to the program and fulfil all the requirements of the award of the degree in compliance with the below regulations.

**2. VISION, MISSION AND PROGRAMME OBJECTIVES**

**2.1. Vision Statement**

“To be a nationally prominent and internationally recognized department in academics and research activities with the aim of developing competitive professionals to serve the society and ever-changing industry”.

**2.2. Mission Statements**

**M1:** To provide skill enhancement education that ensure right level of competencies and intellect to face various challenges in the global environment.

**M2:** To nurture the students with values of commitment, punctuality, positive attitude and discipline that represents the true managerial behaviour.

**M3:** To provide functional specific knowledge through industry relevant education.

**M4:** To develop leadership and entrepreneurial behaviour which can bring out innovative solutions.

**2.3. Programme Objectives**

**PO1:** Apply management principles and techniques to troubleshoot business problems.

**PO2:** Apply tools and techniques for decision making in varied business issues.

**PO3:** Ability to understand, analyse, and communicate global, economic, legal and ethical aspects of business.

**PO4:** Ability to work diligently as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings using techniques such as case analysis, projects and assignments in the achievement of organisational goals.

**PO5:** Have an understanding of the global arena and competitive environments thereby identifying, assessing and shaping business opportunities and evaluate their potential for business success.

**PO6:** Ability to understand the impact of the managerial solutions in societal, economic and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.

**PO7:** Possess the skills required to integrate concepts from various disciplines to identify and develop business strategies.

**PO8:** Demonstrate leadership and teamwork skills which facilitate in effective implementation and coordination of business processes.

### **3. APPLICATION AND COMMENCEMENT**

- 3.1. The regulations are quite comprehensive and include definitions of key terms, semester system, credit system, grading system and other relevant details.
- 3.2. The regulations detailed herein shall apply to all the regular post-graduate programmes offered by the Institute.
- 3.3. The regulations shall be applicable and come into force to the student batches admitted from the academic year 2019-20.
- 3.4. The Institute may revise, amend or change the regulations, scheme of examinations and syllabi, from time to time, if found necessary and on approval by the Academic Council of the Institute, keeping the recommendations of the Board of Studies in view.
- 3.5. Any or all such amendments shall be effective from the date of notification and to batches of students who are undergoing the programme during the date of notification, as may be approved through Academic Council of the Institute.

### **4. ELIGIBILITY FOR ADMISSION**

The eligibility criteria for admission into MBA post graduate programme offered by AITS shall be as prescribed by the Government of Andhra Pradesh. The criteria are given below:

- 4.1. The candidate shall be an Indian National/NRI.
- 4.2. The candidate should have passed the qualifying examination or equivalent as on the date of admission recognized by competent state authority.
- 4.3. Seats for the programme are classified into two categories i.e., Category – A and Category – B as per the GOs of Andhra Pradesh.
  - 4.3.1. *Category – A Seats:* These seats shall be filled through counselling as per the rank secured by a candidate in the Integrated Common Entrance Test (ICET) conducted by the Government of Andhra Pradesh and as per other admission criteria laid down in the GOs.
  - 4.3.2. *Category – B Seats:* These seats shall be filled by the Institute as per the GOs issued by the Government of Andhra Pradesh from time to time.

### **5. MEDIUM OF INSTRUCTION**

- 5.1. The medium of instruction shall be English for all the courses including their content delivery and examinations, seminars, presentations and project evaluation as prescribed in the programme curriculum.

### **6. COURSE WORK**

- 6.1. A candidate after securing admission must pursue the MBA course of study for two academic years with four semesters duration.
- 6.2. Each semester shall be of 90 instruction days.

- 6.3. A candidate admitted to a programme should complete it within a period equal to twice the prescribed duration of the programme from the date of admission.
- 6.4. Each semester is structured to provide credits totaling to 116 credits for the entire MBA programme.
- 6.5. Each semester shall have Mid-term Internal Evaluation (MIE) and Semester End Examination (SEE) for Theory courses and Continuous Internal Evaluation (CIE) and SEE for Lab/Practical courses.
- 6.6. Each student is required to secure a total of 116 credits with a CGPA  $\geq 6$  for the completion of the programme and the award of the MBA degree.
- 6.7. Each theory and practical course are structured in five units of syllabus.
- 6.8. The entire course structure and syllabi of the programme are appended.
- 6.9. The programme offers mandatory and professional elective courses in third and fourth semesters. Four professional electives in third semester and two professional electives in fourth semester are offered.
- 6.10. Students have to elect one course out of four courses in each professional elective.
  - 6.10.1. The selection of course based on the choice for students shall be on 'first come first serve' basis through registration.
  - 6.10.2. The Head of the department or concerned authority has the discretion to decide, whether or not to offer such elective course.

## 7. CREDIT SYSTEM NORMS

- 7.1. A credit is a unit by which the course work is measured. It determines the number of hours of instructions required per week. Each course is assigned certain number of credits based on following criterion.

Subject	Period(s)/Week	Credit(s)
Theory	01	01
Practical	03	02
Seminar	03	02
Personality Development Programme	03	02
Project Work	--	06

## 8. ATTENDANCE

- 8.1. A candidate shall be deemed to have eligibility to write SEE if he has put in at least 75% of attendance aggregate in all courses in a semester.
- 8.2. Condonation of shortage of attendance up to 10% between 65% and 75% may be granted by the Institute Academic Committee based on the rules prescribed by the Academic Council of the Institute from time to time.
- 8.3. Shortage of attendance below 65% in aggregate shall in no case be condoned.
- 8.4. Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
- 8.5. A stipulated fee shall be payable towards condonation of shortage of attendance to the institute as per following slab system

- 8.5.1. *1st Slab*: Less than 75% attendance but equal to or greater than 70%, a normal condonation fee can be collected from the student.
- 8.5.2. *2nd Slab*: Less than 70% but equal to or greater than 65%, double the normal condonation fee can be collected from the student.
- 8.6. Students whose shortage of attendance is not condoned OR who have not paid the stipulated fee OR who have not cleared any other due to the Institute in any semester are not eligible to write the SEE.
- 8.7. Students, who do not meet the minimum required attendance of 65% in a semester, shall be detained in that semester and their registration for that semester shall stand cancelled. They shall not be promoted to the next semester.
- 8.8. Students detained in a semester shall seek re-admission into that semester as and when offered.
- 8.9. Academic regulations applicable to the semester in which re-admission is sought shall be applicable to the re-admitted student.
- 8.10. In case, there are any professional electives, the same may also be re-registered, if offered. However, if those electives are not offered in the later semesters, then alternate electives may be chosen from the same set of elective courses offered under that category.

## 9. EVALUATION

- 9.1. The performance of the candidate in each semester shall be evaluated course-wise, with maximum of 100 marks for Theory on the basis of MIE and SEE and 100 marks for practical on the basis CIE and SEE.
- 9.2. For theory courses 60 marks, shall be awarded in SEE and 40 marks shall be awarded in MIE.
- 9.3. For practical 60 marks, shall be awarded in SEE and 40 marks shall be awarded in CIE.
- 9.4. **Mid-term Internal Examination (MIE):**
- 9.4.1. Two MIEs (Theory Internal Examinations) shall be conducted for a Theory Course during a semester and they shall be evaluated for 40 marks.
- 9.4.2. Each MIE consists of eight essay questions of ten marks each out of which four questions with internal choices are to be answered.
- 9.4.3. First midterm examination shall be conducted as per the syllabus of I & II units. The second midterm examination shall be conducted as per the syllabus of III, IV and V units.
- 9.4.4. From two MIEs, 80% weightage for the best performance and 20% for other shall be considered.

For Example:

Marks obtained in I mid-term examination: 29

Marks obtained in II mid-term examination: 20

Final Internal Marks:  $(29 \times 0.8) + (20 \times 0.2) = 27.2$

- 9.4.5. If the student is absent for any one MIE, the final internal marks shall be arrived at by considering 80% weightage to the marks secured by the student in the appeared examination and zero to the other.

For Example:

Marks obtained in first mid: 0 (Absent)

Marks obtained in second mid: 28

Final Internal Marks:  $(28 \times 0.8) + (0 \times 0.2) = 24.4$

- 9.4.6. The student who has missed both the MIEs will be permitted to appear for a Make-up Internal examination in the event of his producing satisfactory evidences. One Make-up internal test shall be conducted immediately after the II Mid-term examination in the same semester, covering the total syllabus of FIVE Units in the respective course. This Make-up examinations will be given a weightage of 80%. Make-up tests shall be conducted outside the working hours and there can be even two such examinations on a day.
- 9.4.7. Make-up internal examinations are not for improvement of marks in Theory Internal examinations. There shall be no make-up internal examinations for a Lab course.
- 9.5. Semester End Examination (SEE):**
- 9.5.1. As specified in 8.2, SEE for each course is conducted for 60 marks at the end of the semester. There shall be Regular and Supplementary SEEs.
- 9.5.2. SEE for each course shall be for 3 hours duration.
- 9.5.3. The question paper shall be of subjective type with ten questions, two questions from each unit, with internal choice. All questions carry equal marks of 12 each.
- 9.6. For practical courses, 60 marks shall be awarded in the SEE, 40 marks shall be awarded through CIE.
- 9.6.1. Out of 40 marks, 10 marks shall be awarded based on best of the two internal lab examinations including viva voce and 30 marks shall be awarded based on day-to-day work including lab record.
- 9.6.2. As specified in 8.3, practical SEE is conducted for 60 marks for 3 hours in respective laboratory. Each lab course will have its own evaluation procedure and weightage.
- 9.7. For Seminar and Personality Development Programme (PDP), there shall be CIE for 100 marks, out of which 80 marks for day-to-day evaluation for the student's active participation and 20 marks for record/report submission.
- 9.8. Supplementary End Examination:**
- 9.8.1. Supplementary examination shall be conducted along with regular SEEs. During SEEs of even semester, SEEs of odd semester shall be conducted and during SEEs of odd semester, SEEs of even semester shall be conducted.
- 9.8.2. The same schedule is applicable to Supplementary Lab End Examinations. Supplementary examination shall be conducted along with the next batch of students or separately.
- 9.8.3. Advanced supplementary shall be conducted only for final semester students in view of their higher education pursuits and placement opportunities.
- 9.9. A candidate shall be deemed to have secured minimum academic requirement in a course/practical, if he secures a minimum of 40% marks in SEE and a minimum aggregate of 50% of total marks in both SEE and MIE/CIE taken together. For the Seminar and Personality Development Programme, he should secure a minimum of 50% marks.
- 9.10. In case the candidate does not secure the minimum academic requirement in any subject/practical, he/she has to re-appear for the end examination in that subject/practical.

## **10.EVALUATION OF PROJECT WORK**

- 10.1. Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses of I to III Semesters as well as approval from an organisation.
- 10.2. The Departmental Committee (DC) consisting of Head of the Department (HOD), project supervisor and two internal senior experts shall monitor the progress of the project work. A Project Review Committee (PRC) shall be constituted with Principal as Chairperson, HOD and two senior faculty as members and will come into action when the DC is not able to resolve the issues.
- 10.3. The project work shall be initiated in the penultimate semester and continues in the final semester. The candidate can submit project report with the approval of DC at the end of the IV semester instruction period.
- 10.4. The student must submit status report at least in two different phases during the project work period. These reports must be approved by DC before submission of the final project report.
- 10.5. A candidate shall be allowed to submit the thesis/dissertation only after passing all the prescribed subjects (theory, practical, seminar, personality development programme and project work internal evaluation).
- 10.6. For carrying out project work, a total of 100 marks will be awarded, out of which 60 marks shall be awarded by a Board consisting of Supervisor, HOD and external Examiner, based on the project evaluation and viva-voce examination. Remaining 40 marks shall be awarded based on internal evaluation out of which 20 marks shall be awarded by the supervisor. The remaining 20 marks shall be awarded by DC, based on two seminars given by the student on his project.

## **11.RE-REGISTRATION FOR IMPROVEMENT IN INTERNAL EVALUATION MARKS FOR THEORY SUBJECTS**

- 11.1. Students securing less than 50% in MIE for a course as per 8.4.4 and 8.4.5 are deemed to have failed in that course.
- 11.2. Of all such courses in which the candidate declared failed as per 10.1, the candidate shall be given one chance for each course and for a maximum of three courses for improvement of internal evaluation marks.
- 11.3. The candidate should have completed the course work for all four semesters pending project report submission for re-registration for improvement in internal evaluation marks.
- 11.4. Re-registration shall not be permitted after the commencement of course-work for that semester in which re-registration is required. The re-registered candidate has to fulfil the academic requirements of that specific course.
- 11.5. For each course in which re-registration is wanted, the candidate has to pay a fee equivalent to one third of the semester tuition fee.
- 11.6. In the event of availing the improvement of internal evaluation marks, the internal evaluation marks as well as end examination marks secured in the previous attempt(s) for the re-registered courses stands cancelled.

## 12. CHALLENGE OF EVALUATION, REVALUATION AND RECOUNTING

12.1. Students may visit examination section webpage for norms and procedures for Challenge Evaluation, Revaluation and Recounting of answer scripts.

## 13. SEMESTER GRADE POINT AVERAGE (SGPA) AND CUMULATIVE GRADE POINT AVERAGE (CGPA):

13.1. The performance of students in each of the courses in the Programme are expressed in terms of letter grades based on an absolute grading system. We use 10-point grading system with letter grades. They are given in the following table along with class for the award of the MBA degree.

Marks Obtained	Letter Grade	Description	Grade Points (GP)	Class
90 – 100	O	Outstanding	9.0 – 10.0	First Class with Distinction
80 – 89.99	E	Excellent	8.0 – 8.99	First Class with Distinction
70 – 79.99	A	Very Good	7.0 – 7.99	First Class with Distinction
60 – 69.99	B	Good	6.5 – 6.99	First Class
50 – 59.99	C	Pass	6.0 – 6.49	Second Class
< 50	F	Fail	--	--
Absent	AB	Absent	--	--

### 13.2. Computation of SGPA for a semester:

13.2.1. The performance of each student at the end of each semester shall be indicated in terms of SGPA. The SGPA shall be calculated as follows:

$$\text{SGPA} = \frac{\text{Total Earned Weighted Grade Points in a Semester}}{\text{Total Credits in a Semester}} = \frac{\sum_{i=1}^p C_i G_i}{\sum_{i=1}^p C_i}$$

Where

$C_i$  = Number of credits allotted to a particular course 'i'

$G_i$  = Grade point corresponding to the letter grade awarded to the course 'i'

$i=1, 2, \dots, p$  represents the number of courses in a particular semester

13.2.2. SGPA is calculated and awarded to those students who pass all the courses in a semester.

### 13.3. Computation of CGPA for entire programme:

13.3.1. The performance of a student shall be obtained by calculating Cumulative Grade Point Average (CGPA), which is weighted average of the grade points obtained on all courses during the entire programme. CGPA is calculated as follows:



$$\text{CGPA} = \frac{\text{Total Earned Weighted Grade Points in a Semester}}{\text{Total Credits in a Semester}} = \frac{\sum_{j=1}^m C_j G_j}{\sum_{j=1}^p C_j}$$

Where

$C_j$  = Number of credits allotted to a particular course 'j'

$G_j$  = Grade point corresponding to the letter grade awarded to the course 'j'

$j=1, 2, \dots, m$  represents the number of courses in a particular semester

#### 13.4. **Grade Card**

13.4.1. The grade card issued shall contain the following

- The credits for each course offered in that semester
- The letter grade and grade point awarded in each course
- The SGPA and CGPA
- Total number of credits earned by the student up to the end of that semester

### 14. **TRANSCRIPTS**

14.1. After successful completion of the entire programme, a transcript consisting of performance of all academic years will be issued as a final record.

14.2. Duplicate transcripts and partial transcripts will also be issued, if required, upon fulfilment of applied conditions and payment of requisite fee.

### 15. **ELIGIBILITY AND AWARD OF MBA DEGREE**

15.1. A student shall be eligible for the award of M.B.A Degree if he fulfills all the following conditions:

15.1.1. Registered and successfully completed all the components as prescribed in the regulations for the programme to which he is admitted.

15.1.2. Successfully acquired all the 116 credits as specified in the curriculum within the stipulated time.

15.1.3. No disciplinary action is pending against him.

15.2. The Degree will be conferred and awarded by Jawaharlal Nehru Technological University Anantapur on the recommendations of the Principal of Annamacharya Institute of Technology and Sciences (Autonomous).

### 16. **TRANSITORY REGULATIONS**

16.1. Discontinued, detained, or failed candidates are eligible for readmission as and when the semester is offered after fulfilment of academic regulations.

16.2. Candidates who have been detained for want of attendance or 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, subject to Section 2 and other applicable sections of this regulations.

16.3. Candidates who are permitted to avail gap year shall be eligible for re-joining into the succeeding year of their MBA programme from the date of commencement of class work, subject to Section 2 and other applicable sections of this regulations.

16.4. Re-admitted students as per 15.1, 15.2 and 15.3 will have to follow the academic regulations prescribed in this regulation for successful completion of the programme.

## **17. STUDENT TRANSFERS**

17.1. Student transfers shall be as per the guidelines issued by the Government of Andhra Pradesh and the affiliating University from time to time.

## **18. AMENDMENTS TO REGULATIONS**

18.1. The Chairman, Academic Council of Annamacharya Institute of Technology and Sciences (Autonomous), Rajampet, 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.

18.2. The changes or amendments made as per 17.1 are applicable to all the students on rolls with effect from the dates notified by the Institute.

## **19. GENERAL INSTRUCTIONS**

19.1. The academic regulations should be read as a whole for purpose of any interpretation.

19.2. The nature, rules, and punishments applicable to Malpractices are appended.

19.3. Where the words "he", "him" and "his", occur in the regulations, they also include "she", "her" and "hers", respectively and represent all the genders indiscriminately.

19.4. In the case of any omission or ambiguity in the interpretation of the above regulations, the decision of the Principal/Governing body is final.

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## APPENDIX I

### RULES FOR DISCIPLINARY ACTION FOR MALPRACTICES/IMPROPER CONDUCT IN EXAMINATIONS

Rule	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	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 candidate 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.
1. (b)	Gives or receives assistance or guidance to or from any other candidate or Persons, in or outside the examination hall, by orally or other body language methods or through cell phones in respect of any matter.	Expulsion from the examination hall and cancellation of performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	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 candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate 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 candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year.

		<p>The candidate is also debarred for four consecutive semesters from class work and all University examinations, if his involvement is established. Otherwise, the candidate is debarred for two consecutive semesters from class work and all University examinations.</p> <p>If the imposter is an outsider, he will be handed over to the police and a case is registered against him.</p>
4.	<p>Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper or answer book or additional sheet, during or after the examination.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of that semester/year.</p> <p>The candidate is also debarred for two consecutive semesters from class work and all University examinations.</p> <p>The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
5.	<p>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 marks.</p>	<p>Cancellation of the performance in that subject only.</p>
6.	<p>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 or 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.</p>	<p>In case of student of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the courses of that semester/year.</p> <p>If the candidate physically assaults the invigilator/officer in-charge of the Examinations, then the candidate is also debarred and forfeits his/her seat. In case of outsiders, they will be handed over to the police and a police case is registered against them.</p>

7.	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 candidate 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 candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	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 candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of that semester/year. The candidate is also debarred and forfeits the seat
9.	If a student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in class 6 to 8.	The student of the college is expelled from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who does not belong to the College will be handed over to police and, a police case will be registered against them.
10.	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 candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject only or in that subject and all other subjects the candidate has

		appeared including practical examinations and project work of that semester/year examinations, depending on the recommendation of the committee.
12.	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.	

### **Malpractices Identified by Squad or Special Invigilators or Invigilators**

Punishments shall be given to the students as per the above guidelines. The case is to be referred to the malpractice committee.

### **Malpractice committee**

1. Dean of Academics as Chairman
2. Controller of Examinations as Convener
3. Invigilator as Member
4. Chief Examiner of the course/course expert as Member
5. Concerned Head of the Department as Member

### **Note:**

**Whenever the performance of a student is cancelled in any subject/subjects due to Malpractice, he has to register for End Examinations in that subject/subjects consequently and has to fill all the norms required for the award of Degree.**

## APPENDIX II

ANNAMACHARYA INSTITUTE OF TECHNOLOGY & SCIENCES :: RAJAMPET

(An Autonomous Institution)

MASTER OF BUSINESS ADMINISTRATION

COURSE STRUCTURE

Regulation	R19
Department	Department of Business Administration
Programme Code & Name	P1, MBA

### SEMESTER – I

Subject Code	Subject	Hours/Week		C	Marks
		T	P		
9P1A11	Management and Organization Behaviour	4	0	4	100
9P1A12	Business & Legal Environment	4	0	4	100
9P1A13	Managerial Economics	4	0	4	100
9P1A14	Entrepreneurship Development	4	0	4	100
9P1A15	Financial Accounting for Managers	4	0	4	100
19CC11T	Business Statistics	4	0	4	100
19CC12T	Managerial Communications	4	0	4	100
9P1A18	Personality Development Programme– I	0	3	2	100
9P1A19	Computer Applications Lab	0	3	2	100
Total		29	6	32	900

### SEMESTER – II

Subject Code	Subject	Hours/Week		C	Marks
		T	P		
9P1A21	Human Resource Management	4	0	4	100
9P1A22	Financial Management	4	0	4	100
9P1A23	Marketing Management	4	0	4	100
9P1A24	Operations Management	4	0	4	100
9P1A25	Management Information System	4	0	4	100
9P1A26	Research Methodology	4	0	4	100
9P1A27	Operations Research	4	0	4	100
9P1A28	Personality Development Programme – II	0	3	2	100
19CC22L	Executive Communication Lab	0	3	2	100
Total		29	6	32	900

### SEMESTER – III

Subject Code	Subject	Hours/Week		C	Marks
		T	P		
9P1A31	Logistic and Supply Chain Management	4	0	4	100
9P1A32	Retail Management	4	0	4	100
9P1A33	Cost and Management Accounting	4	0	4	100
9P1A34A 9P1A34B 9P1A34C 9P1A34D	<b>Elective – I</b> Knowledge Management Corporate Finance Consumer Behaviour E-Business	4	0	4	100
9P1A35A 9P1A35B 9P1A35C 9P1A35D	<b>Elective – II</b> Personal Administration, Policy and Procedure Financial Markets and Services Services Marketing Enterprise Resource Planning	4	0	4	100
9P1A36A 9P1A36B 9P1A36C 9P1A36D	<b>Elective – III</b> Wage and Compensation Management Security Analysis and Portfolio Management Green Marketing Management Customer Relationship Management	4	0	4	100
9P1A37A 9P1A37B 9P1A37C 9P1A37D	<b>Elective – IV</b> Employee Performance Management GST & Customs Law Brand Management Data Warehousing and Mining	4	0	4	100
9P1A38	Seminar (Success Stories of Entrepreneurs)	0	3	2	100
Total		28	3	30	800



**SEMESTER – IV**

Subject Code	Subject	Hours/Week		C	Marks
		T	P		
9P1A41	Strategic Management	4	0	4	100
9P1A42	Business Analytics	4	0	4	100
9P1A43A 9P1A43B 9P1A43C 9P1A43D	<b>ELECTIVE V</b> International Human Resource Management International Financial Management Digital Marketing Corporate Information Management	4	0	4	100
9P1A44A 9P1A44B 9P1A44C 9P1A44D	<b>ELECTIVE VI</b> Organization Development Financial Derivatives Integrated Marketing Communications Data Communication and Network Analysis	4	0	4	100
9P1A45	Comprehensive Project Work			6	100
<b>Total</b>		<b>16</b>		<b>22</b>	<b>500</b>

Note: T- Theory; P-Practical; C – Credits.

## APPENDIX III

ANNAMACHARYA INSTITUTE OF TECHNOLOGY & SCIENCES :: RAJAMPET

(An Autonomous Institution)

MASTER OF BUSINESS ADMINISTRATION

COURSE SYLLABUS

### SEMESTER - I

Course Code: 9P1A11

Course Name: MANAGEMENT AND ORGANIZATION BEHAVIOUR

Course Credits Credits: 4 –

& Hours per Theory: 4 Hrs –

Week: Practical: Nil –

Course  
Objectives:

1. To develop an understanding of behaviour of people in the organisation.
2. To analyse the complexities associated with management of individual behaviour in the organization.
3. To Analyse the complexities associated with management of the group behaviour in the organization.
4. To understand the motivation behind behaviour of people in the organization
5. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Course  
Outcomes:

- CO1** – Demonstrate the applicability of the concept of organizational behaviour to understand the behaviour of people in the organization.
- CO2** – Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization.
- CO3** – Analyse the complexities associated with management of the group behaviour in the organization.
- CO4** – Demonstrate how the organizational behaviour can integrate in understanding the motivation behind behaviour of people in the organization
- CO5** – Enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Unit 1:

#### MANAGEMENT

Definition & Significance – Evolution of Management Thought –  
Management Functions – Levels of Management – Managerial Roles and Skills – Social Responsibility of Management.

## **FUNCTIONS OF MANAGEMENT**

Unit 2: Nature & Purpose of Planning – Types of Plans – Steps in Planning- Decision Making – Definition & Types- Decision Making Conditions & Styles – Decision Making Process – Organizing & Organizations Structure - Definitions – Organizing Concepts – Work Specialization - Chain of Command - Line & Staff Authority - Delegation of Authority – Span of Control – Centralization & Decentralization – Organization Structure.

## **ORGANISATION BEHAVIOUR**

Unit 3: Attitudes – Definitions – Components of Attitudes – Job Related Attitudes – Personality – Meaning – MBIT – Big Five Model – Other Traits – Perception: Definition, Perceptual Process – Learning Theories – Motivation – Theories of Motivation.

## **GROUP FOUNDATIONS & LEADERSHIP**

Unit 4: Concept of Group & Team – Differences Between Groups and Teams – Stages of Group Development – Group Properties – Group Decision Making - Types of Teams – Creating Effective Teams – Concepts & Views of Conflicts – Conflicts Process- Leadership: Theories of Leadership – Transformational Leadership.

## **CONTROLLING & ORGANISATIONAL DYNAMICS**

Unit 5: Concepts of Control – Controlling Methods & Techniques – Basic Control Process – Concept and Importance of Organizational Culture – Concept of Organizational Change & Resistance to Change.

Text Books: 1. Robbins S.P, Management PHI  
2. Robbins S.P, Organizational Behaviour, PHI

Reference Books: 1. Stoner. J., Freeman, Management, PHI  
2. Luthans F., Organisational Behaviour, TMH  
3. Koontz, Weirich, Management, TMH  
4. Griffin & Moorhead, Organisational Behaviour

Assessment Mode: I Mid Examination – 40 Marks (Unit 1 & 2)  
II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO2, PO5
	CO2	PO1, PO3, PO5, PO7
	CO3	PO2, PO6, PO7, PO8
	CO4	PO1, PO3, PO9
	CO5	PO2, PO4, PO9

## SEMESTER - I

Course Code: 9P1A12  
Course Name: **BUSINESS & LEGAL ENVIRONMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives: 1. To improve student ability to recognise business opportunities.  
2. To improve ability to recognise and manage legal risks in business decision-making.

Course Outcomes: **CO1** – Able to understand linkage between business and environmental factors.  
**CO2** – Apply industrial policy guidelines for business operations.  
**CO3** – Ability to draft commercial contract under contract law.  
**CO4** – Able to understand company law provisions relating to incorporation and administration of companies in India.  
**CO5** – Appreciate the importance of IPR and cybersecurity, and their protection.

### **INTRODUCTION TO BUSINESS ENVIRONMENT**

Unit 1: Meaning of Business – Nature and Significance of Business Environment – Introduction to Economic Environment – Perspectives on the Economic Problem – Industry policy of 1991 and Recent Development – Policy on FDI in Indian.

### **FISCAL POLICY AND MONETARY POLICY**

Unit 2: Public Revenues – Public Expenditure – Public Debt – Development Activities Financed by Public Expenditure – Monetary Policy – Demand for Supply of Money – Objectives of Monetary and Credit Policy, Recent Trends – Role of Finance Commission.

### **LAW OF CONTRACT**

Unit 3: Definition of Law – Need, Classification and Sources of Business Law – Law of Contract, 1872 (Part-I): Nature of Contract and Essential Elements of Valid Contract, Offer and Acceptance – Law of Contract, 1872 (Part-II): Consideration, Capacity to Contract and Free Consent, Legality of Object.

### **COMPANY LAW**

Unit 4: Companies Act, 1956 (Part-I): Kinds of Companies, Formulation of Companies, Incorporation, Company Documents – Company Act, 1956 (Part-II): Company Management, Directors, Company Meetings, Resolutions, Auditors, and Modes of Winding-up of a Company.

### **INTRODUCTION OF CYBER LAWS AND IPR**

Unit 5: Scope and Application of IT Act, 2000 – Digital Signature – e-governance – Penalties and Adjudication – Cyber Regulations Appellate Tribunals – Duties of Subscribers – Introduction of IPR – Copy Rights – Trademarks – Patent Act

Reference  
Books:

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. Richard Stim, Intellectual Property-Copy Rights, Trade Marks, and Patents, Cengage
4. Learning, 2008.
5. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
6. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
7. Ravinder Kumar– Legal Aspect of Business – Cengage Learning, 2nd Edition-2011.
8. Mercantile Law, N.D. Kapoor, Sultan Chand & Sons
9. Mercantile Law, S.S. Gulshan, 3/e, Excel Books,
10. Business Law, Mathur, Tata McGraw-Hill.
11. Legal Aspects of Business, Ravinder Kumar, Cengage.
12. A Manual of Business Laws, S.N. Maheshwari & Maheshwari, Himalaya.

Assessment  
Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)

II Mid Examination – 40 Marks (Unit 3, 4 & 5)

80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.

Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO3, PO5, PO6
	CO2	PO2, PO3
	CO3	PO3
	CO4	PO3
	CO5	PO3

## SEMESTER - I

Course Code: 9P1A13  
Course Name: **MANAGERIAL ECONOMICS**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives: 1. The main objective of this course is to understand the basic economic principles of production and exchange essential tools in making business decisions in today's global economy.

Course Outcomes: **CO1** – Students should be able to understand the basic economic principles, forecast demand and supply  
**CO2** – Should be able to estimate cost  
**CO3** – Understand market structure and pricing practices, market economy and national income  
**CO4** – To understand the inflation and recession.  
**CO5** – Analyse real world business problems systematic theoretical framework.

### **INTRODUCTION**

Unit 1: Nature and Scope of Managerial Economics – Objectives of the Firm – Traditional Theory – Sales and Revenue Maximizing Theories – Managerial Theories and Behavioural Theories – Profit Maximization Vs Wealth Maximization.

### **DEMAND ANALYSIS**

Unit 2: Demand-Meaning – Determinations of Demand – Demand Function – Law of Demand – Elasticity of Demand – Price, Income, Cross and Promotional or Advertising Elasticity of Demand – Managerial Uses of Elasticity of Demand – Demand Forecasting – Demand Forecasting Methods for Existing and New Products.

### **PRODUCTION ANALYSIS**

Unit 3: Production Function – Law of Variable Proportions – Iso-quant and Iso-costs Curves – Least Cost Combination and Returns to Scale – Economies of Large Scale – Cobb-Douglas Production Function and Constant Elasticity of Substitution.

### **MARKET ANALYSIS**

Unit 4: Price and Output Determination under Perfect and Imperfect Competition – Profit: Meaning and Profit Theories – Profit Planning – Measurement.

### **NATIONAL INCOME AND BUSINESS CYCLE**

Unit 5: National Income: An Indicator of Economic Activity, the Parameters that Influence Level of Economic Activity – Business Cycle: Characteristics, Phases of Business Cycle – General Factors causing Swings in Business Activity – III Effects of Business Cycle – Measures to Control Business Cycle – Government Policy for Controlling Inflation and Recession.

Text Books:

1. Economics for Managers, Hirschey, Thomson, 2007.
2. Gupta: Managerial Economics TMH 2009.

Reference Books:

1. Managerial Economics, 4th Edition, Craig Peterson.
2. Managerial Economics—A Problem Solving Approach, Froeb: Thomson, 2007.
3. Managerial Economics Analysis, Problems, Cases, Mehta P.L., Sultan Chand and Sons, New Delhi, 2001.
4. Managerial Economics, Pearson Education, James Pappas and Engene Brigham: New Delhi, 2006.
5. Managerial Economics, Suma Damodaran, Oxford, 2007.
6. Management accounting, M.E. Thukaram Rao, New Age International Publishers, New Delhi.
7. Cost Accounting Principles and Practices, S P Jain & K L Narang 17th Revised Edition, Kalyani Publishers.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)

II Mid Examination – 40 Marks (Unit 3, 4 & 5)

80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.

Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO2, PO3, PO7
	CO2	PO1, PO2, PO7
	CO3	PO6, PO7
	CO4	PO3, PO6
	CO5	PO2

## SEMESTER - I

Course Code: 9P1A14  
Course Name: **ENTREPRENEURSHIP DEVELOPMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. Understand the concept of entrepreneur and entrepreneurship.
2. Understand the theories and process underlying the entrepreneurial activity
3. Develop knowledge to devise entrepreneurial strategy.
4. Develop knowledge about various financial aspects related to business start-ups.
5. Understand the support structure in India and different forms of entrepreneurship.

Course Outcomes:

**CO1** – Able to discern entrepreneurial traits.  
**CO2** – Design strategies to start and select better forms of business  
**CO3** – Get awareness regarding the financial support for entrepreneurs  
**CO4** – Develop innovative business plans  
**CO5** – Explore ways to developing protect business in different forms of entrepreneurship.

### **INTRODUCTION TO ENTREPRENEURSHIP**

Unit 1: Historical Background and Definition of Entrepreneur and Entrepreneurship – Role of Entrepreneurs in Economic Development – Qualities and Competencies of an Entrepreneur – Types of Entrepreneurs – Entrepreneur vs Manager.

### **ENTREPRENEURIAL THEORIES AND PROCESS**

Unit 2: Theories of Entrepreneurship – Entrepreneurial Process – Forms of Business Ownership – Intrapreneurship; Definition, Key Characteristics and Basic Differences

### **ENTREPRENEURIAL STRATEGY & PLANNING**

Unit 3: Opportunity Recognition, Shaping and Reshaping – Developing Business Plan – Entrepreneurial Marketing – Building New Venture Team – Global Aspects of Entrepreneurship

### **FINANCIAL ASPECTS OF THE ENTREPRENEURSHIP**

Unit 4: Sources of Capital; Debt and Equity Capital – Seed Capital – Venture Capital – Informal Agencies – Government Grants & Subsidies – Types of Investors & Private Offerings.

### **CONTEMPORARY ISSUES IN ENTREPRENEURSHIP**

Unit 5: IPR and Legal Issues in Entrepreneurship – Institutional Infrastructure Supporting Entrepreneurs in India – Contemporary Forms of Entrepreneurship; Social Entrepreneurship, Rural Entrepreneurship, Agricultural Entrepreneurship and Green Entrepreneurship.



- Text Books:
1. The Dynamics of Entrepreneurial Development & Management, Vasanth Desai, Himalaya.
  2. Nina Jacob – Creativity in Organisations, Wheeler, 1998.
  3. Innovation & Creativity, Jonne & Ceserani, Crest (2010).
  4. Entrepreneurship Management – Text & Cases, Bholanath Dutta, Excel Books 2009.

- Reference Books:
1. Entrepreneurial Development, S.S. Khanka, S. Chand & Company Limited, New Delhi.
  2. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A Shepherd, TMH, 2009.
  3. Fundamentals of Entrepreneurship, H. Nandan, PHI, New Delhi.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3, PO8, PO7
	CO2	PO2, PO3, PO5, PO6
	CO3	PO2, PO4, PO6, PO7
	CO4	PO5, PO6, PO7
	CO5	PO7, PO8

## SEMESTER - I

Course Code: 9P1A15  
Course Name: **FINANCIAL ACCOUNTING FOR MANAGERS**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To develop an insight of principles of accounting.
2. To elucidate the process of valuation of assets.
3. To explain the utilisation of financial information in decision making.
4. To enable the students to understand the financial statements.
5. To make analysis of financial statements.

Course Outcomes:

**CO1** – Ability to read and understand financial statements of corporate entities.  
**CO2** – Knowledge of basic accounting conceptual framework.  
**CO3** – Understand the concept of accounting cycle.  
**CO4** – Analyse and interpret financial statements.  
**CO5** – Ability to conduct ratio analysis to interpret the values in financial statements in a clear and comparative way.

### INTRODUCTION TO ACCOUNTING

Unit 1: Meaning and Definition of Accounting – Importance of Accounts – Objectives – Branches of Accounting – Accounting Concepts and Convention – Indian Accounting Standards - Introduction to Inflation Accounting – Introduction to Human Resources Accounting.

### THE ACCOUNTING PROCESS

Unit 2: Overview – Books of Original Record; Journal and Subsidiary books, Ledger, Trial Balance – Final Accounts – Trading, Profit and Loss Account and Balance Sheet with Simple Adjustments (Theory & Simple Problems).

### VALUATION OF FIXED ASSETS AND INVENTORY

Unit 3: Depreciation Accounting: Concept of Depreciation, Causes of Depreciation, Depreciation Accounting, Fixation of Depreciation Amount – Methods of Depreciation: Straight Line Method, Written Down Value Method/Accelerated Method, Annuity Method, Sinking Fund Method – Inventory Valuation Methods (LIFO, FIFO and Weighted Average Method) (Theory & Simple Problems).

### FINANCIAL ANALYSIS

Unit 4: Analysis and Interpretation of Financial Statements – Horizontal Analysis and Vertical Analysis of Company – Importance – Uses – Types of Financial Analysis – Tools and Techniques of Financial Analysis (Theory & Simple Problems).

### RATIO ANALYSIS

Unit 5: Significance of Ratio Analysis – Limitations – Liquidity, Activity, Capital Structure and Profitability Ratios – Du Pont Chart (Theory & Simple Problems).

Text Books:

1. Accounting for Managers, M E Thukaram Rao, New Age International Publishers.
2. Accounting for Managers, Made Gowda, Himalaya, 2009.
3. Financial Accounting Theory and Analysis: Text and Cases, Richard G. Schroeder, Myrtle Clark, Jack M. Cathey, John Wiley and Sons, 2010.

Reference Books:

1. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI, 2009.
2. Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education-2009.
3. Accounting for Management, Vijaya Kumar, TMH, 2009.
4. Financial Accounting, Dr. S.N. Maheshwari and Dr. S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2007.
5. Financial Accounting, Weygandt, Kieso, Kimmel, 4/e, Wiley India Edition, 2006.
6. Accounting and Financial Management, T.S. Reddy & Y. Hari Prasad Reddy, Margham Publications.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO4, PO8
	CO2	PO2, PO5
	CO3	PO1, PO3
	CO4	
	CO5	PO6, PO7

## SEMESTER - I

Course Code: 19CC11T  
Course Name: **BUSINESS STATISTICS**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To understand several important concepts of origin and growth of basic statistics.
2. To understand the concepts of tabulation, diagrammatic and graphical representation of data.
3. To get the knowledge on the concepts of measures of central tendency and dispersion.
4. To get the knowledge on the concepts of correlation and regression analysis.
5. To get the knowledge on the concepts of time series analysis.

Course Outcomes:

**CO1** – Gain the knowledge on the concepts of origin and growth of basic statistics.  
**CO2** – Apply the knowledge to represent the data in diagrammatic and graphical form of frequency distribution.  
**CO3** – Analyse the data quantitatively or categorically, measure of central tendency and dispersion.  
**CO4** – Interpret the association of characteristics and through correlation and regression analysis.  
**CO5** – Make use of the concept of Time series analysis and its applications.

### INTRODUCTION TO STATISTICS

Unit 1: Statistics: Definition, Origin and Growth, Functions, Applications and Limitations – Classification of Data: Types of Classification.

### TABULATION OF DATA

Unit 2: Tabulation of Data: Role and General Rules of Tabulation, Types of Tables – Diagrammatic and Graphical Representation of Data: Types of Diagrams, Graphs, Graphs of frequency distribution.

### MEASURES OF CENTRAL TENDENCY AND DISPERSION

Unit 3: Characteristics of a Good Measure of Central Tendency – Types of Averages: Mean, Median, Mode and Its Applications, Range – Quartile Deviation – Mean Deviation – Variance – Standard Deviation – Coefficient of Variation and its Applications.

### CORRELATION AND REGRESSION ANALYSIS

Unit 4: Definition – Types – Methods – 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 – Least Square Fit of a Linear Regression – Two Lines of Regression – Properties of Regression Coefficients.

## TIME SERIES ANALYSIS

Unit 5:

Components – Models of Time Series: Additive, Multiplicative and Mixed models – Trend Analysis: Free Hand Curve, Semi Averages, Moving Averages, Least Square Methods.

Text Books:

1. Statistical Methods, Gupta S.P., S. Chand. 2008 (42 Revised Edition).
2. Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai.

Reference Books:

1. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 2008.
2. Statistics for Management, Lerin, Pearson Company, New Delhi.
3. Business Statistics for Contemporary Decision Making, Black Ken, New Age Publishers, New Delhi.
4. Statistics for Business and Economics, Anderson, Sweeney, William, 9/e, Thomson Publishers, 2007.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)

II Mid Examination – 40 Marks (Unit 3, 4 & 5)

80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.

Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO7
	CO2	PO2, PO3
	CO3	PO2, PO3, PO4
	CO4	PO2, PO3, PO4
	CO5	PO2, PO3, PO4

## SEMESTER - I

Course Code: 19CC12T  
Course Name: **MANAGERIAL COMMUNICATIONS**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To instil communication competency among students on understand various concepts and theories and their application in management decision making.
2. To equip the students with necessary skills to communicate effectively in their business transactions.

Course Outcomes:

**CO1** – Understand basic concepts of Managerial Communication.  
**CO2** – Distinguish formal communication from informal communication  
**CO3** – Understand the significance of Non-verbal Communication  
**CO4** – Make effective presentations  
**CO5** – Write various forms of professional writing

**INTRODUCTION TO MANAGERIAL COMMUNICATION**  
Unit 1: Meaning, Importance & Objectives – Principles of Communication – Communication Process – Barriers to Effective Communication – Techniques of Effective Communication.

**MANAGING ORGANIZATION COMMUNICATION**  
Unit 2: Formal and Informal Communication – Intra and Inter-personal Communication – Models of Inter-personal Communication: Exchange Theory, Johari Window and Transactional Analysis.

**NON-VERBAL COMMUNICATION**  
Unit 3: Body Language: Gestures, Postures, Facial Expressions, Dress codes – Cross-Cultural Dimensions of Business Communication – Listening and Speaking – Techniques of Eliciting Response – Probing Questions – Observation – Business and Social Etiquettes.

**MANAGERIAL SPEECHES AND BUSINESS LETTER**  
Unit 4: Principles of Effective Speech and Presentations – Technical and Non-technical presentations – Speech of Introduction – Vote of Thanks – Occasional Speech – Theme Speech – Use of Audio-Visual aids.  
Business Letters: Inquiries, Circular, Quotations, Orders, Acknowledgments, Complaints, Claims & Adjustments, Collection Letter, Banking Correspondence, Agency Correspondence, Bad news and Persuading Letters, Sales Letters.

**BUSINESS WRITING AND REPORTS**  
Unit 5: Job Application Letters: Bio-data, Covering Letter, Interview Letters, Letter of Reference, Memos, Minutes, Circulars & Notices.  
Report Writing: Business Reports, Abstract, Synopsis, Data Collection – Rudiments of Report Writing.

Text Books:

1. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
3. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.

Reference Books:

1. Adair, J. (2003). Effective Communication. Pan McMillan.
2. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.
3. Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO4, PO8
	CO2	PO2, PO4
	CO3	PO2, PO8
	CO4	PO3, PO8
	CO5	PO3, PO4

## SEMESTER - I

Course Code: 9P1A18  
Course Name: **PERSONALITY DEVELOPMENT PROGRAMME– I**

Course Credits & Hours per Week: Credits: 2 –  
Theory: 0 Hrs –  
Practical: 3 Hrs –

Course Objectives: 1. The aim of conducting executive development programmes is to explore the inner potentials of the students and make them aware of their strengths and weaknesses.

Course Outcomes: **CO1** – Creating self-awareness and potential development of the students,  
**CO2** – Developing communication skills,  
**CO3** – Developing problem solving and creative abilities,  
**CO4** – Developing ethical, cultural and responsive personality,  
**CO5** – Developing employability skills for the industry and also fostering entrepreneurial skills.

Following activity areas for the current semester are proposed below. The in-charge of the programme is instructed to keep in view the broad framework provided in previous pages while conducting following activities.

- ❖ Goal setting
- ❖ Listening
- ❖ Reading
- ❖ Presentation skills
- ❖ Etiquettes & manners
- ❖ Successful presentations
- ❖ Group discussions
- ❖ Written skills
- ❖ Memory development Programme
- ❖ Time management

Reference Books:

1. Developing Management Skills – David A. Whetten & Kim S. Cameron, 7/e, PHI, 2007
2. More Games Trainers play – Scannel Newstrom, TMH
3. Developing Communication Skill – Krishna Mohan & Meera Banerji, MacMillan
4. Basic Managerial Skills for All – EH McGrath, 6/e, PHI
5. Creativity, Innovation and Quality – Paul E. Plsek, PHI
6. Human Skills – Creating the Future – Frenandez, Pattanayak, Upinder Dhar & Ravishanker, HPH
7. Effective Training – Blanchard Thacker, 3/e, PHI
8. Sales Games and Activities for Trainers – Gary B. Connar & John A. Woods, TMH
9. Team Games for Trainers – Nileos, TMH
10. Public Speaking – Michael Osborn & Suganne Osborn, 6/e, Biztantra
11. Body Language – Hedwig Lewis, Response Books.



Assessment  
Mode:

There shall be CIE for 100 marks, out of which 80 marks for day-to-day evaluation for the student's active participation and 20 marks for record/report submission. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO4, PO8
	CO2	PO3, PO4, PO8
	CO3	PO2, PO4, PO8
	CO4	PO4
	CO5	PO5

## SEMESTER - I

Course  
Code: 9P1A19  
Course Name: **COMPUTER APPLICATIONS LAB**  
Credits: 2 –  
Theory: 0 Hrs –  
Practical: 3 Hrs –

Course Objectives: 1.

**CO1** – Present and describe how PCs and larger computer systems are used in the business community and the positive/negative impacts of that technology in business and society.

Course Outcomes: **CO2** – Explain the difference between hardware, software; operating systems, programs and files.

**CO3** – Identify the purpose of different software applications.

**CO4** – Describe how business information systems are likely to change.

**CO5** –

### **INTRODUCTION TO COMPUTERS**

Unit 1: Introduction of Computers – Generations – Computer Networks – Application of Computers in Management – E-Commerce – E-Business

### **MS WORD**

Unit 2: Creation of Document – Format Document – Text Editing and Saving – Organizing Information with Tables and Outlines – Mail Merge – Publishing Documents on Web – MS Excel: Creating and Editing Worksheets – Cell Formatting – Creating and Using Formulas and Functions – Use Macros – Sorting and Querying Data – Working with Graphs and Charts.

### **MS POWER POINT**

Unit 3: Creation of Slides – Use Templates and Slide Designs for Creating PowerPoint Slides – Drawings and Graphics – MS ACCESS: Create Databases, Tables, Relationships – Create Forms to Enter Data – Filter Data – Use of Queries in Data Manipulation – Generating Reports.

### **OVERVIEW OF SPSS AND TALLY**

Unit 4: Uses – Data Analysis – Making Students Learn and Familiar with SPSS And Tally Packages.

### **DATA ANALYSIS WITH STATISTICAL TOOLS (SPSS)**

Unit 5: Graphical and Diagrammatic Representation of Data – Measures of Central Tendency – Measures of Dispersion – Skewness & Kurtosis – Index numbers – Correlation & Simple Regression using SPSS

Reference Books:

1. Introduction to Computers and Communications-Sixth Edition-Tata McGraw Hill.
2. Introduction to Information Technology, V. Rajaraman, Prentice Hall India,
3. Doing Data Analysis with SPSS 16.0, Carver,3/e, Cengage, 2009
4. SPSS for Windows Step by Step, George,6/e, Pearson Education, 2009
5. 2007 Microsoft Office System Step-by- Step, Coxetall, First Edition, PHI, 2007.
6. Microsoft Office Excel 2007 Data Analysis and Business Modeling, Winston, First Edition, Prentice Hall India, 2007.
7. Microsoft Office Access 2007 Step-by-Step, Lambet, Lambert III & Preperneu, First Edition, Prentice Hall India, 2007.
8. Business Data Analysis Using Excel, David Whigam, First Edition, Oxford University Press, 2007.
9. Nandhni, Implementing Tally9: Comprehensive guide for Tally 9&8.1 BPB publications 2010.
10. Ndhani, Tally, ERP, BPB Publications 2010.
11. Data Base Management Systems, ISRD, Tata – McGraw Hill 2009.

Assessment Mode:

For practical subjects, 60 marks shall be awarded in SEE, 40 marks shall be awarded in CIE. Out of 40 marks, 10 marks shall be awarded based on best of the two internal lab examinations including viva voce and 30 marks shall be awarded based on day-to-day work including lab record. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO2, PO4
	CO2	
	CO3	PO7
	CO4	PO3, PO5
	CO5	

## SEMESTER - II

Course Code: 9P1A21  
Course Name: **HUMAN RESOURCE MANAGEMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. Understand the basic HR concepts.
2. Understand the process of recruitment, selection
3. understand the processes involved in performance appraisal, training & development.
4. Manage employee compensation systems and devise career development strategies.
5. Provide an overview of contemporary trends in the field of HRM.

Course Outcomes:

**CO1** – Students should be able to understand the basic HR concepts.  
**CO2** – Students should be able to devise and conduct the process of recruitment and selection  
**CO3** – Appreciate and manage the processes involved in performance appraisal, training & development.  
**CO4** – Manage employee compensation systems and devise career development strategies.  
**CO5** – Provide an overview of contemporary trends in the field of HRM

### **HUMAN RESOURCE MANAGEMENT**

Unit 1: Introduction – Definitions – Nature & Scope of HRM – Functions of HRM – Changing Roles & Responsibilities of HR Department – Meeting Competitive Challenges Through HRM.

### **HUMAN RESOURCE PROCESS**

Unit 2: HR Planning Process – Factors Affecting HR Planning Process – Job Analysis & Job Design – Recruitment, Selection & Placement Process – Orientation Concept.

### **HR TRAINING PROCESS**

Unit 3: Training Process – Employee Development – T&D Effectiveness – Performance Management – Performance Appraisal Methods – Performance Measures; Criteria & Approaches.

### **CAREER STAGES**

Unit 4: Career Stages – Career Development – Compensation Management – Industrial Relations – Collective Bargaining.

### **CONTEMPORARY ISSUES IN HRM**

Unit 5: Knowledge Management – Participative Management – Employee Retention – Work-Life Balance – Talent Management – Learning Organizations - Ethical Issues in HRM.

Text Books:

1. Human Resource Management, Dessler Gary, 10th Edition, Pearson/Prentice Hall of India 2006.
2. Human Resource Management, R. Wayne Mondy, Robert M. Noe, Pearson
3. Human Resource Management, Aswathappa, 4th Edition, TMH 2006.
4. Personnel and Human Resource Management – Text and Cases, P. Subbarao, Himalaya, 2009.

Reference Books:

1. Human Resource Management, Bohlander, 10th Edition, Thomson 2006.
2. Human Resource Management, Noe A. Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.
3. Human Resource Management A Case Study Approach, Muller Jaico Publishers, 2008
4. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1
	CO2	PO2, PO8
	CO3	PO2, PO7
	CO4	PO2, PO7, PO8
	CO5	PO3, PO8

## SEMESTER - II

Course Code: 9P1A22  
Course Name: **FINANCIAL MANAGEMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To provide students with conceptual and practical framework of financial functions.
2. To know students with working knowledge about capital budgeting.
3. To provide knowledge about capital structure.
4. Conceptual and analytical framework of the working capital.

Course Outcomes:

**CO1** – Understand the core concepts and techniques in financial management.  
**CO2** – Ability to conduct discounted cash flow analysis and estimate a company's cost of capital.  
**CO3** – Application of various tools to analyze the risk dimension in decision making.  
**CO4** – Ability to allocate funds to the most attractive investment opportunities.  
**CO5** – Understand the process of a determining firm's optimal cash payout policy and Analysis of working capital needs of the company.

### **FINANCIAL MANAGEMENT OVERVIEW**

Unit 1: Introduction: Meaning and Functions of financial management – Objectives of financial management: Profit maximization and Wealth maximization – Role of the financial manager.

### **CAPITAL BUDGETING**

Unit 2: Investment Decision: Capital Budgeting, Concept and Process – Techniques of capital budgeting: Traditional methods (Payback period, Average Rate of Return), Discounted cash flow techniques (Net Present Value, Internal Rate of Return and Profitability Index) – Capital rationing (Theory and Problems)

### **WORKING CAPITAL MANAGEMENT**

Unit 3: Management of Working Capital: Concepts- Need for working capital-Operating cycle- Estimation of working capital requirements-Management of cash, Receivables and inventory. (Theory and Problems)

### **CAPITAL STRUCTURE AND COST OF CAPITAL**

Unit 4: Financing Decision – Capital Structure – Theories of capital structure: NI, NOI, Traditional and MM Theories – EBIT and EPS Analysis – Operating and Financial Leverages – Computation of Leverages – Specific cost of capital – Determination of weighted averages of capital. (Theory and Problems)

### **DIVIDEND DECISION**

Unit 5: Dividend Decision - Types of dividends - Factors influencing the dividend policy –Theories of dividends: Walter, Gordon and MM Hypothesis (Theory only)

Text Books:

1. Pandey, I.M: Financial Management – Vikas Publishing House, New Delhi.
2. Khan and Jain: Financial Management, Tata Mc Graw Hill, New Delhi.
3. Maheswari, S.N.: Financial Management, Sultan Chand and Sons, New Delhi.
4. Prasanna Chandra, Financial Management Tata Mc Graw Hill, New Delhi

Reference Books:

1. Sheeba Kapil, Financial Management, Pearson Education, New Delhi.
2. Jonathan Berk Peter DeMarzo, Financial Management, Pearson Education,2008.
3. Chandrabose, Fundamentals of, Financial Management – PHI, New Delhi.
4. Kulakarni. P.V., Financial Management Himalaya Publishing Houses Co Ltd, Mumbai.
5. Van Horne: Financial Management and Policy, Prentice Hall of India, New Delhi.
6. Sheeba Kapil, Financial Management Strategy, Implementation and Control, Pragathi Prakasam Publication, Meerut

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO4, PO8
	CO2	PO2, PO5, PO1
	CO3	PO1, PO3
	CO4	PO6, PO7
	CO5	PO1, PO8

## SEMESTER - II

Course Code: 9P1A23  
Course Name: **MARKETING MANAGEMENT**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To introduce marketing as a business function and understand the concepts of marketing management
2. To emphasize understanding of marketing environment in marketing decision making.
3. To learn about marketing process for different types of products and services
4. To understand the tools used by marketing managers in decision situations.
5. To emphasize the need, importance and process of Marketing Planning and Control.

Course Outcomes:

**CO1** – Explain the basics of marketing and marketing environment.  
**CO2** – Design marketing strategies compatible to target market and organisational objectives.  
**CO3** – Develop effective product and pricing strategies to achieve organizational objectives  
**CO4** – Design promotional programmes based on promotional mix elements  
**CO5** – Identify contemporary marketing practices and ethical issues driving marketing function

### **INTRODUCTION**

Unit 1: Definition – Core concepts of Marketing: Transactions, Exchange, Need, Want & Demand – Company Orientation towards the Marketplace: Production, Product, Selling, Marketing & Holistic Marketing Concepts – Components of a Modern Marketing Information System: Internal Records & Marketing Intelligence.

### **STP**

Unit 2: Segmentation: Definition, Effective Segmentation, Segmenting Consumer & Business Markets – Target Marketing – Developing & Establishing a Brand Positioning – Concept of Marketing Mix & 4Ps.

### **PRODUCT & PRICING STRATEGIES**

Unit 3: Product Levels & Classification – Product Hierarchy – Product Systems & Mixes – Product Line Analysis – Product Line Length – Product Life Cycle Marketing Strategies – Pricing Objectives – Pricing Methods – Adopting the Price – Initiating & Responding to Price Changes.

### **PLACE & PROMOTION STRATEGIES**

Unit 4: Role of Marketing Channels – Channel Design Decisions – Channel Management Decisions – Types, Causes & Management of Channel Conflicts – Definition & Components of Marketing Communication mix – Characteristics of Marketing Communication Mix – Developing Effective Communication mix.



## **ORGANISING & CONTROL AND ETHICAL MARKETING**

**Unit 5:** Organising the Marketing Department – Marketing Control & Types of Control – Ethics in Marketing; Common Criticisms of Marketing, Importance of Marketing Ethics, Rules for Ethical Marketing, Ethical Decision Making – Modern Marketing Practices; Green Marketing, Mobile Marketing and Online Marketing.

**Text Books:**

1. Marketing Management, Phillip Kotler, Kevin Lane Keller, 12/e, Pearson, 2007
2. Marketing Management, Czinkota & Kotabe, 2/e, South Western Cengage Learning, 2008
3. Marketing Management, V.S. Ramaswamy and S. Namakumari, 4/e McMillan, 2010.
4. Marketing Management, Rajan Saxena, TMH, 2008.

**Reference Books:**

1. Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin, 2007.
2. Case Studies in Marketing, The Indian Context, Srinivasan, PHI, 2009
3. Marketing, Lamb, Hair and McDaniel, 7/e, Thomson Publishers, 2006.
4. Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2010
5. Introduction to Marketing theory and practice, Adrian Palmer, Oxford University Press 2007

**Assessment Mode:**

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO5
	CO2	PO2
	CO3	PO4, PO5
	CO4	PO6, PO8
	CO5	PO4, PO6, PO7

## SEMESTER - II

Course Code: 9P1A24  
Course Name: **OPERATIONS MANAGEMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
2. To understand the relationship between operations and other business functions.
3. To understand techniques of location and facility planning; line balancing; job designing; and capacity planning in operations management.
4. To understand the Materials Management function starting from Demand Management through Inventory Management.

Course Outcomes:

**CO1** – Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.  
**CO2** – Analyse and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments.  
**CO3** – Develop aggregate capacity plans and MPS in operation environments.  
**CO4** – Plan and implement suitable materials handling principles and practices in the operations.  
**CO5** - Plan and implement suitable quality control measures in Quality Circles to TQM.

### **INTRODUCTION**

Unit 1: Introduction to Production and Operations Functions – Evolution, Scope and Development Stages of Operations Management – Interaction of Operations Management with other functional areas of Management – Manufacturing and Non-Manufacturing Operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5Ps of Operations.

### **FACILITY LOCATION, LAYOUT & CAPACITY PLANNING**

Unit 2: Facility Location: Parameters & Criterion for Selection of a Location, Different Types of Layouts, Their Planning and Production Systems – Service Layouts and Operations – Planning Capacity Across the Organization – Planning Long-Term Capacity – Capacity Timing and Sizing Strategies.

### **ASSEMBLY LINE BALANCING, SCHEDULING & FORECASTING**

Unit 3: Networking of Process Flow – Assembly Line Balancing – Scheduling of Operations – Introduction to Forecasting – Time Series: Introduction, Components of Time Series, Types of Forecasting, Regression Method, Moving Average, Exponential method, Forecasting errors.

## **INVENTORY MANAGEMENT, PLANNING & CONTROL**

Unit 4: Materials Handling – Role of purchase department – Inventory Basics – ERP – KANBAN System – Lean operations and JIT – EOQ Models – Inventory Control Techniques: ABC, VED analysis – EOQ using Quantity discount, POQ.

## **QUALITY & PRODUCTIVITY MANAGEMENT**

Unit 5: Concepts of Quality – Dimensions of Quality – Cost of Quality – Product Quality and Service Quality – Total Quality Management (TQM) – Statistical Process Control – Control Charts – Concepts of Productivity – Tools of Increasing Productivity – Labour and Machine Productivity – Introduction to Work-Study – Work Measurement – Method Study and Time Study.

Text Books:

1. James R Evans & David A Collier – Operations Management: Thomson Press Pub.
2. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, & Nitin K Agarwal – Operations Management for Competitive Advantage; Tata McGraw-Hill (12E)

Reference Books:

1. Richard B. Chase, Ravi Shankar and F. Robert Jacobs (2014); Operations & Supply Chain Management; McGraw-Hill - 2014 (14E).
2. Chary S. N. Theory and Problems in Production & Operations Mgt.; Tata McGraw Hill (14E).
3. Krajewski Lee; Operations Mgt. Process for Value Chains; Prentice Hall (8E).
4. Russell S. Roberta & Taylor, Operations Mgt., Prentice Hall (4E).

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO7
	CO2	PO2
	CO3	PO1, PO2
	CO4	PO1, PO2
	CO5	PO2, PO7

## SEMESTER - II

Course Code: 9P1A25  
Course Name: **MANAGEMENT INFORMATION SYSTEM**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

- Course Objectives:
1. Identify the major management challenges to build using information system.
  2. Learn and to find appropriate solutions to
  3. Learn the core activities in the system development process.
  4. Understand the strategic information system.
  5. Cultivate skills and experience in the development and implementation of information system project.

Course Outcomes:

**CO1** – Understand the basic concepts technology used in the field of MIS  
**CO2** – Have the knowledge on different types of management information systems.  
**CO3** – Understand the process of developing and implementing information system.  
**CO4** – To understand strategic information system  
**CO5** – To understand about information security and control for an organisation.

### INTRODUCTION

Unit 1: Definition – Importance of Information System – Functions of MIS – Objectives of MIS – Components of Information System – MIS for Operations: Marketing IS, Manufacturing IS, Human Resource IS and Financial IS.

### INFORMATION SYSTEMS

Unit 2: Computers in Management – MIS Office Automation – Decision Support Systems – Expert Systems – Knowledge Work System – Artificial Intelligence – Group Decision Support System (GDSS).

### SYSTEM DEVELOPMENT

Unit 3: System Concepts – Types of Systems – Modern Information Systems – System Development Life Cycle – Completing the system development process - Modeling and Design Systems: Structured and Object-Oriented Methodologies – Computer-Aided-Software-Engineering (CASE), Alternative System-Building Approaches: Traditional System life Cycle and Prototyping.

### STRATEGIC INFORMATION SYSTEMS (SIS)

Unit 4: An Understanding of Strategic Information System – Benefits of SIS (Strategic Grid) – Components of Strategic Information Planning – Business Intelligence System – Computing System for Strategic Planning – The Value Chain Model

## INFORMATION SYSTEM SECURITY AND CONTROL

Unit 5: System Vulnerability – Malicious Software – Establishing A Framework for Security and Control – Information System Control – Risk Assessment – Security policy, the role of Auditing Technologies and Tools for Protecting Information Resources: Access control, firewalls, Intrusion Detection Systems Computer Virus – Security Threads.

Text Books:

1. Management Information System C. Laudon and Jane P Laudon, et at, 11/e, PHI and Pearson Education.
2. Management Information System, O'Brien, Tata McGraw Hill 2009.
3. Management Information System, Jawedekar, Tata McGraw Hill, 2007.
4. Management Information Systems, C.S.V. Murthy, Himalaya Publishing House, 2009.

Reference Books:

1. Management Information System, Robest Schuthesis and Mary Sumner, Tata McGraw Hill.
2. Management Information Systems, Balasubramanian, Excel books, 2009.
- Management Information Systems, Gordon B. Davis & Margrethe H. Olson, Tata McGraw Hill, 2006.
3. Management Information Systems, McCleod, Schell, Pearson 2009.
4. Information Technology for Management, Tuban, Liedner, Mclean, Wetherbe, Wiley India, 2008.
5. Principles of Information Systems, Stair, George, Cengage Learning, 2008.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO7
	CO2	PO8
	CO3	PO3
	CO4	PO3
	CO5	PO1, PO2

## SEMESTER - II

Course Code: 9P1A26  
Course Name: **RESEARCH METHODOLOGY**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To understand the basics of research in managerial decision making.
2. To understand the design of research along with sampling in research.
3. To appreciate the use of measurement scaling and design of questionnaires.
4. Gain knowledge of collection and analysis of data.
5. Gain ability to represent data and report preparation.

Course Outcomes:

**CO1** – Should have an understanding of the basic principles of research and its applicability in the Social Sciences.  
**CO2** – Should able to determine sample size appropriate to the research design.  
**CO3** – Should able to develop measurement scales and questionnaires.  
**CO4** – Understand data collection methods and apply statistical analysis.  
**CO5** – Develop research reports for managerial decision making.

### INTRODUCTION

Unit 1: Meaning and Significance of Research – Types of Research - Research Process – Problem Identification and Definition – Criteria for Good Research – Hypothesis: Null Hypothesis Vs Alternative Hypothesis, Hypothesis Formulation – Types of Variables.

### RESEARCH DESIGN AND SAMPLING METHODOLOGY

Unit 2: Meaning of and Need for Research Design – Types of Research Design – Nature of Sampling – Probability and Non-Probability Sampling Methods – Steps in Sample Design – Sample Size Determination and Approaches.

### MEASUREMENT AND SCALING TECHNIQUES

Unit 3: Nature of Measurement and Scaling – Measurement Scales – Scaling Techniques – Constructing, Drafting and Refining the Questionnaires.

### DATA COLLECTION, PROCESSING AND ANALYSIS

Unit 4: Sources of Data: Primary and Secondary Data – Data Collection Method – Processing and Analysing Data.

### DATA PRESENTATION AND REPORT WRITING

Unit 5: Diagrammatic and Graphical Presentation: Techniques, Merits and Demerits – Report Writing – Types and Layout of Research Reports.

Text Books:

1. Business Research Methods, Donald R Cooper and Pamela S Schindler, 9/e, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2009
2. Business Research Methods, William G. Zikmund, 7/e, Cengage, 2008.
3. Marketing Research Contemporary Approach, Dr. P. Naryana Reddy, Dr. GVRK Acharyulu, 2/e, Excel Books.
4. Research Methodology – Methods & Techniques, C.R. Kothari, 2/e New Age International, New Delhi. 2008.

Reference Books:

1. Research methods for managers' 3/e, John Gill & Phil Johnson, Sage Publications.
2. Research Methods for Business—A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pvt. Ltd, Singapore, 2003.
3. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
4. An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill.
5. Research Methodology in Management, Michael, V.P., Himalaya Publishing House.
6. Research Methodology, Dipak Kumar. Bhattacharya, Excel Books, 2006

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO2
	CO2	PO2, PO4
	CO3	PO2, PO4
	CO4	PO1, PO2
	CO5	PO3, PO4

## SEMESTER - II

Course Code: 9P1A27  
Course Name: **OPERATIONS RESEARCH**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. Introduce the use of linear programming for decision making
2. Introduce transportation algorithm for making allocation related decisions
3. Explain methods for solving sequencing and making decision under uncertainty
4. To minimize the cost of waiting without increasing the cost of servicing.
5. Explain project management methods for managing projects

Course Outcomes:

**CO1** – Understand the importance of Operations Research  
**CO2** – Formulate & solve LPP  
**CO3** – Apply Transportation, Assignment algorithms to business situations  
**CO4** – Simulate business events for forecasting  
**CO5** – Apply Sequencing algorithms to develop routing plan and job schedules  
**CO6** – Use project management methods to accomplish projects

### INTRODUCTION TO OPERATIONS RESEARCH

Unit 1: Origin, Nature, Definitions, Characteristics, Scope and Managerial Applications of Operations Research – Linear Programming Problem: Introduction, Formulation of Linear Programming Problem, Limitations Of L.P, Graphical Solution To L.P.P – Simplex Method – Artificial Variable Techniques

### TRANSPORTATION MODEL

Unit 2: Introduction – Transportation Model: Finding Initial Basic Feasible Solutions, Moving Towards Optimality – Unbalanced Transportation Problems – Transportation Problems with Maximization, Degeneracy

### ASSIGNMENT MODEL

Unit 3: Introduction – Mathematical Formulation of The Problem – Solution of An Assignment Problem – Hungarian Algorithm – Multiple Solution – Unbalanced Assignment Problems – Maximization in Assignment Model – Travelling Salesman Problem.

### GAME THEORY

Unit 4: Introduction To Theory Of Games – Two-Person Zero-Sum Games – Pure Strategies – Games With Saddle Point – Mixed Strategies – Games Without Saddle Point By Rules Of Dominance – Games Without Saddle Point By Algebraic Method – Graphical Method – Queuing Models: Introduction To Queuing Theory, Single Server Queuing Models (M/M/1): ( $\infty$ /FCFS), (M/M/1): (N/FCFS).

### P.E.R.T & C.P. M

Unit 5: Network Drawing – Critical Path Method (CPM) And Project Evolution and Review Technique (PERT) – Probability of Completing the Project Within the Given Time – Optimum Cost and Optimum Duration – Differences Between P.E.R.T & C.P.M



Text Books:

1. Kanti Swaroop, Gupta P.K. Man Mohan, "Operations Research", Sultan Chand and Sons, 1978
2. Business Research methods, William G. Zikmund, 7/e, Cengage, 2008

Reference Books:

1. J K Sharma, Operations Research: Theory and Practice, Macmillan Publishers India Ltd, 5th Edition, 2013
2. FS Hillier and GJ Lieberman, Introduction to Operations Research, TMH, 8/E, 2006.
3. Operations Research / R. Pannerselvam, PHI Publications.
4. Research Methodology, Dipak Kumar, Bhattacharya, Excel Books, 2006
5. JC Pant, Introduction to Optimization: Operations Research, Jain Brothers, New, 6/E, 2004.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO7
	CO2	PO2
	CO3	PO2
	CO4	PO3
	CO5	PO2
	CO6	PO4

## SEMESTER - II

Course Code: 9P1A28

Course Name: **PERSONALITY DEVELOPMENT PROGRAMME– II**

Course Credits Credits: 2 –

& Hours per Theory: 0 Hrs –

Week: Practical: 3 Hrs –

Course Objectives: 1. The aim of conducting executive development programmers is to explore the inner potentials of the students and make them aware of their strengths and weaknesses.

Course Outcomes: **CO1** – Creating self-awareness and potential development of the students,  
**CO2** – Developing communication skills,  
**CO3** – Developing problem solving and creative abilities,  
**CO4** – Developing ethical, cultural and responsive personality,  
**CO5** – Developing employability skills for the industry and also fostering entrepreneurial skills.

Following activity areas for the current semester are proposed below. The in-charge of the programme is instructed to keep in view the broad framework provided in previous pages while conducting following activities.

- ❖ Elocution
- ❖ Business quiz
- ❖ Creative thinking
- ❖ Team work
- ❖ Debate
- ❖ Event Management
- ❖ Negotiation skills
- ❖ Human rights awareness
- ❖ Problem solving
- ❖ Interview skills
- ❖ Basket exercises
- ❖ Mind management
- ❖ Stress and emotional management

Reference  
Books:

1. Developing Management Skills – David A. Whetten & Kim S. Cameron, 7/e, PHI, 2007
2. More Games Trainers play – Scannel Newstrom, TMH
3. Developing Communication Skill – Krishna Mohan & Meera Banerji, MacMillan
4. Basic Managerial Skills for All – EH McGrath, 6/e, PHI
5. Creativity, Innovation and Quality – Paul E. Plsek, PHI
6. Human Skills – Creating the Future – Frenandez, Pattanayak, Upinder Dhar & Ravishanker, HPH
7. Effective Training – Blanchard Thacker, 3/e, PHI
8. Sales Games and Activities for Trainers – Gary B. Connar & John A. Woods, TMH
9. Team Games for Trainers – Nileos, TMH
10. Public Speaking – Michael Osborn & Suganne Osborn, 6/e, Biztantra
11. Body Language – Hedwig Lewis, Response Books.

Assessment  
Mode:

There shall be CIE for 100 marks, out of which 80 marks for day-to-day evaluation for the student's active participation and 20 marks for record/report submission. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO4, PO8
	CO2	PO3, PO4, PO8
	CO3	PO2, PO4, PO8
	CO4	PO4
	CO5	PO5

## SEMESTER - II

Course Code: 19CC22L

Course Name: **EXECUTIVE COMMUNICATION LAB**

Course Credits Credits: 2 –

& Hours per Theory: 0 Hrs –

Week: Practical: 3 Hrs –

- Course Objectives:
1. To train students to use language effectively in business letters and emails
  2. To sensitize the learners to language skills of participating in group discussions and conducting meetings
  3. To help the students face interviews confidently and present their ideas effectively
  4. To enhance the listening comprehension of the students

- Course Outcomes:
- CO1** – Interpret the things by listening and responding relevantly.  
**CO2** – Improve their public speaking skills and make presentations confidently.  
**CO3** – Illustrate themselves in social and professional contexts fluently.  
**CO4** – Sketch Business Letters and E-Mails in Business Correspondence  
**CO5** – Relate the things efficiently in Group Discussions and Meetings.  
**CO6** – Identify themselves in preparing Resume effectively by including all the components.  
**CO7** – Relate the things efficiently during the interview process

The following course content is prescribed for the Advanced Communication Skills Lab:

1. Listening Comprehension
2. Oral presentations (prepared and extemporaneous)
3. Situational dialogues – Greeting and Introduction, asking for information and giving directions
4. Business Letters and E-mails
5. Group Discussions
6. Resume Writing, Covering letters
7. Interviews

Text Books: Lab Manual prepared by Faculty Members of English

1. Business Communication for Managers, Penrose, Rasberry and Myers, Cengage, 2009
2. Basic Business Communication Skills for empowering the internet generation, Lesikar Flatley, Tata Mc Graw Hill, 2009
3. Business Communication, Ramachandran KK et al. MacMillan India Ltd., 2009

Reference Books:

Suggested Software:

- It's your Job from Clarity
- Business Writing from Clarity
- Career Lab, Globareana, Hyderabad

Assessment  
Mode:

For practical subjects, 60 marks shall be awarded in the end semester examination, 40 marks shall be awarded for internal evaluation. Out of 40 marks, 10 marks shall be awarded based on best of the two internal lab examinations including viva voce and 30 marks shall be awarded based on day-to-day work including lab record. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3, PO5
	CO2	PO8
	CO3	PO4
	CO4	PO3, PO4, PO8
	CO5	PO4
	CO6	
	CO7	

## SEMESTER - III

Course Code: 9P1A31  
Course Name: **LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. Introduce the logistics function and its operations.
2. Introduce the supply chain function as an important ingredient of organisation.
3. To have a detailed understanding of important elements of supply chain logistics operations.
4. To understand various design aspects involved in supply chain logistics management.
5. To understand the application of IT in the successful logistical operations

Course Outcomes:

**CO1** – To understand the logistics management and the role in the economy.  
**CO2** – To understand and appreciate supply chain management as an important function of an organisation.  
**CO3** – To show awareness of important elements of supply chain logistics operations.  
**CO4** – To exhibit knowledge in designing logistics operations.  
**CO5** – To understand the application of IT to the success of logistics operations and apply control measures relevant for sustainability

### **INTRODUCTION TO LOGISTICS**

Unit 1: The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operations and Arrangements – Supply Chain Synchronization – Customer Accommodations.

### **INTRODUCTION TO SUPPLY CHAIN MANAGEMENT**

Unit 2: Introduction to Supply Chain Management – Evolution of SCM – Objective and importance of SC – Decision phases in SC – Achieving Strategic Fit and Challenges

### **SUPPLY CHAIN LOGISTICS OPERATIONS**

Unit 3: Inventory – Transportation Regulation, Structure and Service – Transportation Operations – Warehouse Operations, Arrangements and Decisions – Packaging and Material handling – Procurement – International Sourcing

### **LOGISTICS AND SUPPLY CHAIN DESIGN**

Unit 4: Network Integration: Warehouse Requirements, Total Cost Integration – Logistics Design and Operational planning – Coordination in a SC

### **INFORMATION TECHNOLOGY AND CONTROLS IN SCM**

Unit 5: The Role of IT in a Supply Chain – Information Technology Framework – SC Drivers and Metrics – Logistics Environmental Assessment – Role of Sustainability in SC – Sustainability and SC Drivers – Balanced Score Card for SCM.

Text Books:

1. Donald J. Bowersox and David J. Closs, Logistical Management: The Integrated Supply Chain Process, TMH, 2003.
2. Bowersox, Logistical Management, Mc-Graw Hill, 2000
3. Sunil Chopra, Peter Meindl and D.V Karla: Supply chain Management: Strategy, Planning and Operation, 2/e, Pearson Education, New Delhi 2009

Reference Books:

1. Edward J Bradi, John J Coyle: A Logistics Approach to Supply Chain Management, Cengage learning, New Delhi, 2010.
2. D.K. Agrawal: Logistics and Supply Chain Management, MacMillan Publishers, 2010.
3. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009.
4. K. Sridhar Butt: Logistics and Supply Chain Management, Himalaya Publishing, New Delhi, 2009.
5. B. Rajashekhar, Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009.
6. R.P. Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.
7. Donald Waters: Global Logistics, Kogan page, New Delhi, 2010.
8. Alane E Branch: Global Supply Chain Management and International Logistics, Routledge Publishers, New Delhi, 2009.

I Mid Examination – 40 Marks (Unit 1 & 2)

II Mid Examination – 40 Marks (Unit 3, 4 & 5)

Assessment Mode:

80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.

Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3, PO7
	CO2	PO3, PO7
	CO3	PO1, PO2
	CO4	PO1, PO2, PO7
	CO5	PO1, PO2, PO3, PO6

## SEMESTER - III

Course Code: 9P1A32  
Course Name: **RETAIL MANAGEMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To understand the concepts, functions and types of retailers.
2. To acquire an understanding of retailing strategies and retail locations.
3. To develop knowledge of pricing and retail communication mix.
4. To enhance the knowledge of retailing store management.
5. To understand the concepts of CRM in retailing.

Course Outcomes:

**CO1** – Describe the basic concepts and trends of retail management.  
**CO2** – Demonstrate retailing strategies and retail locations.  
**CO3** – Assess the knowledge of pricing and retail communication mix.  
**CO4** – Identify the knowledge of retailing store management.  
**CO5** – Demonstrate understand the concepts of CRM in retailing.

### **INTRODUCTION TO RETAILING**

Unit 1: Definition - Importance to Economy of Retailing - Functions of Retailing - Retail Characteristics - Types of Retailers – Theories of Retail Evolution – Retail as a Career - Retailing in India.

### **RETAIL MARKET STRATEGY**

Unit 2: Definition of Retail Strategy - Building a Sustainable Competitive Advantage – Growth Strategies- The Strategic Retail Planning Process - Retail Locations: Shopping Centres, City or Town Locations and Free-Standing Sites - Location and Retail Strategy - Retail Site Selection: Factors Affecting the Demand for a region or Trade Area, Factors Affecting the Attractiveness of Site

### **PRICING AND RETAIL COMMUNICATION MIX**

Unit 3: Retail Pricing Strategies - Approaches for Setting Prices - Price Adjustments - Using Price to Stimulate Retail Sales - Methods of communicating with customers - Planning the Retail Communication Process – Retail Marketing Mix.

### **HRM AND STORE MANAGEMENT**

Unit 4: Gaining Competitive Advantage Through HRM - Recruiting and Selecting store Employees - Motivating and Managing Store employees - Evaluating, Compensating and Rewarding store employees – Objectives of Good Store Design – Store Layout - Space Planning – Merchandising Presentation Techniques – Retail Atmospherics.

### **CRM AND CUSTOMER SERVICE**

Unit 5: CRM Process: Collecting Customer, Analyzing, Developing CRM Programme – Implementing CRM Programme - Setting Services Standards – Meeting and Exceeding Service Standards – Communicating the Service Problem -Service Recovery.



- Text Books:
1. Levy, Weitz and Pandit – Retailing Management, 6/e, Tata McGraw-Hill
  2. Swapna Pradhan – Retailing Management, 3/e, Tata McGraw-Hill
  3. Berman Barry, Evans Joel R, (2002) Retail Management- A Strategic Approach 8/e (Prentice Hall of India).
  4. The Art of Retailing by A.J. Lamba (Tata McGraw-Hill Publishing).
  5. Dunne Patrick M, Lusch Robert F, Griffith David A, (2002) Retailing 4/e, (Thomson SouthWestern).
  6. Levy and Weitz - Retailing Management, 6/e, Tata McGraw-Hill

- Reference Books:
1. Sinha Piyush Kumar and Uniyal Dwarika, Retail Management - An Asian Perspective, Thomson Learning, Singapore, 2005.
  2. Retail Management by Chetan Bajaj, Rajnish Tuli and Nidhi V Srivastava. (Oxford University Press).
  3. Retailing by Dale M. Lewison 6/e (Prentice Hall)

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO7
	CO2	PO1, PO7
	CO3	PO2
	CO4	PO7, PO8
	CO5	PO2, PO5

## SEMESTER - III

Course Code: 9P1A33  
Course Name: **COST AND MANAGEMENT ACCOUNTING**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. Identify the major differences and similarities between cost accounting, financial and management accounting.
2. Understand the role of management accountant in an organization, and the importance of upholding ethical standards
3. Expose students to concepts and techniques that managers and accountants use to produce information for decision making including an Activity-Based Costing (ABC), Standard Costing for planning, Variance Analysis, etc.
4. Expose students to methods and techniques needed by managers for performing functions such as costing, cost allocations, preparation of flexible budgets and variance analysis.

Course Outcomes:

**CO1** – Critically assess the importance and role of cost accounting systems.  
**CO2** – Demonstrate knowledge of the nature of process costing and the role of spoilage/scrap and rework and apply these concepts in practice  
**CO3** – Utilize Activity Based Costing and compare this with other costing systems.  
**CO4** – Critically compare and apply cost and revenue allocation methods  
**CO5** – Analyse and apply flexible and static budgets and variance analysis

### **INTRODUCTION TO MANAGEMENT ACCOUNTING, COST ANALYSIS AND CONTROL**

Unit 1: Management Accounting Vs. Cost Accounting Vs. Financial Accounting – Role of Accounting Information in Planning and Control – Cost Concepts and Managerial Use of Classification of Costs – Cost Analysis and Control: Direct and Indirect Expenses, Allocation and Apportionment of Overheads, Calculation of Machine Hour Rate – Introduction to Activity Based Costing.

### **COSTING FOR SPECIFIC INDUSTRIES**

Unit 2: Unit Costing – Job Costing – Cost Sheet and Tender and Process Costing and Their Variants – Treatment of Normal Losses and Abnormal Losses – Inter-Process Profits – Costing for By-Products and Equivalent Production.

### **MANAGEMENT ACCOUNTING**

Unit 3: Management Accounting – Objectives, Nature And Scope Of Financial Accounting, Cost Accounting And Management Accounting – Managerial Decisions – Accounting Plan And Responsibility Centres – Significance Of Responsibility Accounting – Responsibility Centres – Cost Centre, Profit Centre And Investment Centre – Determinants Of Responsibility Centres – Transfer Pricing – Objectives Of Transfer Pricing – Methods Of Transfer Pricing (Simple Problems) – Conflict Between A Division And A Company - Multi-National Transfer Pricing.

### **MARGINAL COSTING**

Unit 4: Marginal Costing and Break-Even Analysis – Cost-Volume-Profit (CVP) Analysis – Break-Even Analysis – Assumptions and Practical Applications of Breakeven-Analysis – Decisions Regarding Sales-Mix – Make or Buy Decisions – Limiting Factor Decision – Export Decision – Plant Merger – Decision of Shutdown or Continuation of a Product Line.

### **BUDGETARY CONTROL**

Unit 5: Budgeting and Budgetary Control – Fixed and Flexible Budget – Preparation of Functional Budget for Operating and Non-Operating Functions – Cash Budgets – Capital Expenditure Budget – Master Budget – Principal Budget Factors – Zero-Base Budgeting – Performance Budgeting – Standard Costing and Variance Analysis – Material Variances – Labour Variances – Overhead (Fixed and Variable) Variances – Sales Variances.

Text Books:

1. Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012
2. S.P. Jain and K.L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.

Reference Books:

1. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
2. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
3. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
4. Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO4, PO8
	CO2	PO1, PO2, PO5
	CO3	PO1, PO3
	CO4	PO6, PO7
	CO5	PO1, PO8

## SEMESTER - III

Course Code: 9P1A34A ELECTIVE – I  
Course Name: **KNOWLEDGE MANAGEMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To understand the introduction to Meaning of data, information, knowledge.
2. To Know the conceptual background and framework of KM.
3. Understand the KM Foundations and Solutions KM Foundations.
4. To know the Organizational Structure, Culture, Communities and KM practices, Information Technology as an enabler.

Course Outcomes:

**CO1** – Understanding the KM concepts, types of knowledge and characteristics of knowledge.  
**CO2** – Basic concepts of knowledge management can be gained.  
**CO3** – KM infrastructure, solutions and various components related to KM foundation can also be well understood and applied.  
**CO4** – Understanding the KM Structure, Organization Culture and Role of IT in facilitating the KM implementation.  
**CO5** – Gain an Insight on KM dimensions, barriers and Performance factors w.r.t KM.

### INTRODUCTION TO KNOWLEDGE

Unit 1: Meaning of Data, Information, Knowledge and Expertise – Meaning of Epistemology – Types of Knowledge; Subjective & Objective Views of Knowledge, Procedural Vs. Declarative, Tacit Vs. Explicit, General, Specific – Types of Expertise – Associational, Theoretical Characteristics of Knowledge – Explicitness, Teach Ability, Specificity – Reservoirs of Knowledge Locations and Intellectual Capital.

### INTRODUCTION TO KNOWLEDGE MANAGEMENT (KM)

Unit 2: Meaning of KM – Relevance of KM in Today's Dynamic Complex Environment – Forces Driving KM Organizational – Issues in KM Systems & Their Role – Emergent KM Practices – Factors Influencing KM – Future of Knowledge Management.

### KM FOUNDATIONS AND SOLUTIONS

Unit 3: KM Foundations: Infrastructure, Mechanisms, Technologies – KM Solutions and components: Processes (Discovery, Capture, Sharing, and Applications) – Knowledge Utilization Process.

### KM INFRASTRUCTURE

Unit 4: Organizational Structure – Organizational Culture Communities of Practice – Information Technology enabler and Infrastructure Common Knowledge.

## ORGANIZATIONAL IMPACT OF KM

Unit 5: Dimensions of KM Impact – People, Processes, Products & Organizational Performance Factors influencing impact – universalistic & contingency view Leadership and Assessment of KM Leadership – KM Assessment of Knowledge Management Solutions Impacts – Knowledge Workers – Barriers to KM and IT Dissemination.

Text Books:

1. Knowledge Management in Organizations by Donald Hislop, Oxford 2nd Edition.
2. Knowledge Management by Ganesh Natarajan and Sandhya Shekhar.
3. Knowledge Management Systems Theory and Practice by Stuart Barnes (Ed.), Thomson Learning.
4. Knowledge Management, Shelda Debowski, Wiley India Edition.
5. Knowledge Management in Theory and Practice, Kimiz Dalkir, Elsevier, Butterworth Hinemann.

Reference Books:

1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies. Prentice Hall. ISBN: 0-13-109931-0.
2. Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.
3. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
4. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.

I Mid Examination – 40 Marks (Unit 1 & 2)

II Mid Examination – 40 Marks (Unit 3, 4 & 5)

Assessment Mode: 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.

Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1
	CO2	PO1
	CO3	PO1, PO2, PO7
	CO4	PO2, PO8
	CO5	PO7, PO8

## SEMESTER - III

Course Code: 9P1A34B ELECTIVE – I  
Course Name: **CORPORATE FINANCE**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To provide strong foundation in concepts of corporate finance.
2. To analyses various sources of finance and plan proper capital structure.
3. To evaluate time value of money in valuation of securities, capital budgeting and cost of capital for proper corporate financial structure.
4. To collaborate with foreign corporations by analysing various factors of international exchange.
5. To understand the basic concepts in corporate governance.

Course Outcomes:

**CO1** – Explain the importance of various concepts related to corporate finance.  
**CO2** – Structure proper financial plan in long and short run by analysing various financial statements.  
**CO3** – Judge various projects and select the best based on time value.  
**CO4** – To account for transactions involving foreign exchange in international corporate finance.  
**CO5** – Apply the various corporate governance philosophies in business context

### **INDUSTRIAL FINANCE**

Unit 1: Indian Capital Market – Basic Problem of Industrial Finance in India – Equity – Debenture Financing – Guidelines from SEBI – Advantages and Disadvantages and Cost of Various Sources of Finance – Finance from International Sources – Financing of Exports – Role of EXIM Bank and Commercial Banks – Finance for Rehabilitation of Sick Units.

### **SHORT TERM-WORKING CAPITAL FINANCE**

Unit 2: Estimating Working Capital Requirements – Approach Adopted by Commercial Banks – Commercial Paper- Public Deposits and Inter Corporate Investments.

### **ADVANCED FINANCIAL MANAGEMENT**

Unit 3: Appraisal of Risky Investments – Certainty Equivalent of Cash Flows and Risk Adjusted Discount Rate – Risk Analysis in The Context of DCF Methods Using Probability Information – Nature of Cash Flows – Sensitivity Analysis; Simulation and Investment Decision – Decision Tree Approach in Investment Decisions.

### **FINANCING DECISION**

Unit 4: Simulation and Financing Decision – Cash Inadequacy and Cash Insolvency – Determining the Probability of Cash Insolvency – Financing Decision in The Context of Option Pricing Model and Agency Costs – Interdependence of Investment – Financing and Dividend Decisions.

## **CORPORATE GOVERNANCE**

Unit 5:

Corporate Governance – SEBI Guidelines – Corporate Disasters and Ethics – Corporate Social Responsibility – Stakeholders and Ethics – Ethics, Managers and Professionalism.

Text Books:

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., 12th Edition, 2012.

Reference Books:

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
3. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
5. Website of SEBI.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)

II Mid Examination – 40 Marks (Unit 3, 4 & 5)

80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.

Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO3, PO4
	CO2	PO1, PO2
	CO3	PO5
	CO4	PO3, PO4
	CO5	PO2, PO4

## SEMESTER - III

Course Code: 9P1A34C ELECTIVE – I  
Course Name: **CONSUMER BEHAVIOUR**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To understand the conceptual foundations of consumer buying behaviour.
2. To provide students with an understanding of the wide range of social, cultural and economic factors which influence consumer behaviour.
3. To familiarize the decision-making process of the consumer.
4. To familiarize models of consumer behaviour.
5. To understand the basic concepts in consumer protection act.

Course Outcomes:

**CO1** – Familiarity with the basics in consumer behaviour and its importance.  
**CO2** – Explain how the cultural, social, personal and psychological factors that influences the consumer behaviour.  
**CO3** – Appreciate the application of Consumer Behaviour and Consumer decision process.  
**CO4** – Link the decision-making process and models of the consumer behaviour.  
**CO5** – Recognize the need and essence of consumerism and consumer protection acts.

### **INTRODUCTION TO CONSUMER BEHAVIOUR**

Unit 1: Introduction and Overview to Study of Consumer Behaviour – Definition of Consumer Behaviour – Significance – Development of The Concept & The Discipline of Consumer Behaviour – Marketing Impact on Consumers – Marketing Ethics and Social Responsibility – Understanding Consumer and Market Segments.

### **ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOUR**

Unit 2: Reference Groups – Family– Social Class – Culture – Sub-Culture Influences on Consumer.

### **CONSUMER AS INDIVIDUAL AND CONSUMER DECISION PROCESS**

Unit 3: Consumer Motivation – Consumer Personality – Information Processing – Consumer Perception – Consumer Learning – Consumer Attitudes – Consumer Decision Process.

### **MODELS OF CONSUMER BEHAVIOUR**

Unit 4: Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model, Sheth Industrial Buyer Behaviour Model.

### **CONSUMERISM AND THE CONSUMER PROTECTION ACT (1986)**

Unit 5: Roots of Consumerism – Consumer Safety and Information – Environmental Concerns – Consumer Privacy – Consumer Protection Act 1986; Central and State Consumer Protection Councils, Consumer Disputes Redressal Agencies and Forum, National Consumer Disputes Redressal Commission.



Text Books:

1. David L Loudon and Albert J Della Bitta: Consumer Behaviour, 4/e Tata McGraw Hill.
2. Hawkins, Best, Coney, Consumer Behaviour, 8/e, Tata McGraw Hill.
3. Schiffman, L.G and Kanuk L. L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
4. Henry Assael: Consumer Behaviour and Marketing Action, Kent Publishing Co.

Reference Books:

1. Blackwell, Miniard & Engel: Consumer Behaviour (Thomson)
2. Ramesh Kumar: Consumer Behaviour (Pearson).
3. Suja R. Nair: Consumer Behaviour in Indian Perspective (Himalaya).
4. Subhash Mehta: Consumer Behaviour (Tata McGraw Hill)
5. Satish K Batar Shh Kazmi: Consumer Behaviour (Excel)
6. Bennet and Kassarjian: Consumer Behaviour, (Prentice Hall of India)

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO5
	CO2	PO3, PO7
	CO3	PO2, PO7
	CO4	PO5
	CO5	PO3, PO8

## SEMESTER - III

Course Code: 9P1A34D  
Course Name: **E-BUSINESS**

ELECTIVE – I

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To understand the e-business strategy and inhibitors in e-business model development.
2. To understand various security and reliability concerns in e-business.
3. To familiarize the middleware technologies involved in e-business architectures.
4. To understand strategies and techniques involved in modernisation of legacy systems.
5. To familiarize with the challenges related to e-business integration with enterprise applications.

Course Outcomes:

**CO1** – Appreciate e-business model as an important business strategy.  
**CO2** – Manage security and reliability concerns in e-business.  
**CO3** – Understand middleware technologies involved in e-business architectures.  
**CO4** – Apply strategies and techniques to modernise legacy systems.  
**CO5** – Manage challenges related to e-business integration with enterprise applications.

### **E-BUSINESS STRATEGY AND MODELS**

Unit 1: E-Business – Elements – Business Requirements – Inhibitors of E-Business - E-Business Strategy.

### **SECURITY AND RELIABILITY FOR E-BUSINESS**

Unit 2: Reliability and Quality Considerations – Quality Requirements – Risk Management – Trust – E-Business Security – Realizing a Secure E-Business Infrastructure.

### **APPROACHES TO MIDDLEWARE**

Unit 3: Middleware – Messaging – Remote Procedure Calls (RPC) – Remote Method Invocation (RMI) – Message – Oriented Middleware (MOM) – Data Access Middleware – Transaction-Oriented Middleware – Distributed-Object Middleware.

### **LEVERAGING LEGACY APPLICATIONS**

Unit 4: Enterprise Information Systems and Legacy Enterprise Assets – Strategies for Modernizing Legacy Systems – Non-Invasive Approaches – Legacy Modernization Techniques.

### **ENTERPRISE APPLICATION AND E-BUSINESS INTEGRATION**

Unit 5: Overview of Enterprise Application and E-Business Integration – Integration Challenges.

- Text Books:
1. E-business Roadmap for Success, Ravi Kalakota & Maina Robinson, Pearson, 2008
  2. E-Commerce, Parg Diwan, Excel, 2008
  3. E-Business, Michael P. Papazoglou & Pieter M.A. Ribbers, 1/e, WILEY
  4. E-Commerce and E-Business, Chaffey, Pearson, 2009
- Reference Books:
1. E-Commerce, the Cutting Edge of Business, Kamallesh K Bajaj & Debjani Nag, TMH,2008
  2. Creating a winning e-business, Napier, 2/e Thomson, 2009

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO3, PO5
	CO2	PO5
	CO3	PO3, PO7
	CO4	PO5
	CO5	PO3, PO8

## SEMESTER - III

Course Code: 9P1A35A ELECTIVE – II  
Course Name: **PERSONNEL ADMINISTRATION, POLICY AND PROCEDURE**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives: 1. To enable the students to understand the personnel administration system specific industries or organisation.  
2. To develop relevant skills necessary for application in HR related issues.

Course Outcomes: **CO1** – To develop the understanding of the personnel administration system in the organisation.  
**CO2** – To develop necessary skillset for application of various HR issues.  
**CO3** – To analyse the strategic issues and the strategies requires to select, develop, appraisal and termination of employees.  
**CO4** – Able to draft appointment orders, interview letters, promotional and transfer letters, etc.  
**CO5** – Ability to calculate terminal benefits such as superannuation, gratuity, bonus, etc.

### **PERSONNEL ADMINISTRATION**

Unit 1: Definition, Nature, Objectives, Principles, Challenges of modern Personnel Manager.

### **PERSONNEL POLICY**

Unit 2: Definition, Scope, Process, Objectives, Contents of Personnel file & Personnel audit – Personnel Department Structure – Proper Environment around Factory.

### **GENERAL COMMUNICATION**

Unit 3: Drafting of Appointment Orders, Interview Letters, Promotion, Transfer & Appreciation Letters, Notices & Circulars (All Types).

### **WAGE & SALARY ADMINISTRATION**

Unit 4: General Consideration in Wage & Salary Administration – Objectives & Principles, Time Keeping, Attendance, Statutory Returns – TDS, Professional Tax, Form 16 (A) PF & ESI Returns.

### **DISCIPLINARY ACTION COMMUNICATION**

Unit 5: Suspension Orders – Show Cause Notices – Memo – Charge sheet – Warning – Letter of Termination & Dismissal – Calculations; Calculation for Superannuation, Gratuity & Bonus.

Text Books: 1. Guide on Labour Management forms and precedents (Law, Practice & Procedure) by S.D. Puri (Snow white publications)  
2. Personnel Management by Edwin Flippo  
3. Personnel Management by C.B. Mamoria  
4. Dynamics of personnel Administration by Rudrabaswaraj.

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO2, PO3
	CO2	PO6, PO7
	CO3	PO2, PO3
	CO4	PO1, PO3, PO7
	CO5	PO1, PO2

## SEMESTER - III

Course Code: 9P1A35B ELECTIVE – II  
Course Name: **FINANCIAL INSTITUTIONS, MARKETS AND SERVICES**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.
2. To enrich student's understanding of the fundamental concepts and working of financial service institutions
3. To equip students with the knowledge and skills necessary to become employable in the financial service industry.

Course Outcomes:

**CO1** – Understand the role and function of the financial system in reference to the macro economy.  
**CO2** – Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.  
**CO3** – Evaluate and create strategies to promote financial products and services  
**CO4** – Prepare better policies by analysing and understanding different regulations towards financial institutions.  
**CO5** – Choose best investment opportunity which is offered by banking and non-banking organizations.

### **FINANCIAL AND SECURITIES MARKETS AND SERVICES**

Unit 1: Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Financial Markets; Characteristics – Structure and Functions of Call Money Market and Government Securities Market – T-Bills Market – Commercial Bills Market – Commercial Paper and Certificate of Deposits.

### **CAPITAL MARKETS AND INSTITUTIONS**

Unit 2: New Issue Market – Stock Exchange; Functions, Organization, Structure and Trading in Stock Exchange – SEBI And Regulation of Primary and Secondary Markets – Reserve Bank of India – Commercial Banks – Specialized Financial Institutions – NBFCs.

### **ASSET BASED FINANCIAL SERVICES – I**

Unit 3: Leasing; Definition, Types, Advantages, Process and Evaluation – Hire Purchase; Evolution, Process, Parties and Legal Framework – Venture Capital; Growth of Venture Capital in India, Financing Pattern Under Venture Capital, Legal Aspects and Guidelines for Venture Capital – Factoring; Definition, Functions, Advantages, Evaluation and Forfeiting.

### **FEE BASED FINANCIAL SERVICES**

Unit 4: Stock Broking – Registration– Clearing and Settlement Procedure at NSE – Margin Trading – Credit Rating; Definition, Process and Credit Rating Agencies in India.

## INFRASTRUCTURE FINANCING

Unit 5: Infrastructure Financing – Credit Syndication – Housing Finance – Insurance Services – Mortgage Guarantee Service – Micro Finance; Features and Guidelines.

Text Books:

1. Financial Institutions and Markets, L.M. Bhole, 4/e Tata McGraw Hill, 2007
2. Financial Services and System, Sasidharan, Mathews, Tata McGraw Hill, 2007.
3. Financial Services, Gorden & Natarajan, Himalaya Publishers, 2009.
4. Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition, 2009.
5. Financial Markets & Services, Vasanth desai, Himalaya, 2009

Reference Books:

1. Financial services, Thripati, PHI, 2009
2. Financial Institutions and Markets, Meir Kohn, Oxford University Press, 2007
3. Financial markets and institutions, Mishkin, Pearson Education, 6th edition, 2008
4. Financial Institutions and Markets, Gupta Agarwal, Kalyani Publishers, 2008.

I Mid Examination – 40 Marks (Unit 1 & 2)

II Mid Examination – 40 Marks (Unit 3, 4 & 5)

Assessment Mode:

80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.

Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1
	CO2	PO1
	CO3	PO1
	CO4	PO6, PO7
	CO5	PO1

## SEMESTER - III

Course Code: 9P1A35C ELECTIVE – II  
Course Name: **SERVICES MARKETING**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

- Course Objectives:
1. To understand the importance to services sector in economy and the differences between services and physical goods.
  2. To understand what market segmentation means in service and how to maintain valued relations in services.
  3. To know the value addition of the service product and new service development.
  4. To understand the conduct of service quality audit, gap model of service quality and pricing strategies linked to value perceptions.
  5. To find out the role of marketing communication in services

Course Outcomes:

**CO1** – The students should be able to understand importance to services, growth of services and Indian economy in service sector.  
**CO2** – Design service quality measurements to build customer loyalty, evaluate the effectiveness and efficiency of customer service offerings and maintain valued relations with customers.  
**CO3** – Explain positioning a service in the market and planning and branding service products.  
**CO4** – Apply new approaches for managing customer satisfaction and loyalty (service quality audit, gap model of service quality and pricing strategies linked to value perceptions).

Unit 1: **UNDERSTANDING SERVICES MARKETING**  
Introduction to Services Marketing – Importance and Characteristics of Services – Growth of Services Sector – Services in the Indian Economy – Services Strategy.

Unit 2: **SERVICES MARKET SEGMENTATION**  
The Process of Market Segmentation – Selecting the Appropriate Customer Portfolio – Creating and Maintaining Valued Relations – Customer Loyalty.

Unit 3: **CREATING VALUE IN A COMPETITIVE MARKET**  
Positioning a Service in The Market – Value Addition to The Service Product – Planning and Branding Service Products – New Service Development.

Unit 4: **SERVICE QUALITY MANAGEMENT**  
Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence – Pricing of Services – Pricing Strategies Linked to Value Perceptions.

Unit 5: **EXTERNAL MARKETING**  
Word of Mouth Communication – Interactive Marketing – Management of Moments of Truth – Service Deficiencies – Consumer Grievance Recovery Strategies.



- Text Books:
1. Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, 6/e, Pearson, 2009.
  2. Services Marketing – Integrating Customer Focus Across the Firm, Valarie A. Zeithaml and Mary Jo-Bitner: 4/e, TMH, 2009
  3. Services Marketing – Concepts Planning and Implementation, Bhattacharjee, Excel, 2009.
- Reference Books:
1. Marketing of Services, Hoffman, Bateson, Cengage, 2006.
  2. Services Marketing, Srinivasan, 2/e, PHI, 2009.
  3. Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford, 2009.
  4. Services Marketing – Text and Cases, Rajendra Nargundkar, TMH, 2009.
  5. Service Sector Management, C. Bhattacharjee, Jaico, 2008.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3, PO5, PO6
	CO2	PO7
	CO3	PO8
	CO4	PO5

## SEMESTER - III

Course Code: 9P1A35D ELECTIVE – II  
Course Name: **ENTERPRISE RESOURCE PLANNING**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. Learn concepts of reengineering and how they relate to ERP system implementations.
2. Be able to map business processes using process mapping techniques
3. Understand the steps and activities in the ERP life cycle
4. Be able to identify and describe typical functionality in an ERP system

Course Outcomes:

**CO1 –**  
**CO2 –**  
**CO3 –**  
**CO4 –**  
**CO5 –**

### **ERP AND TECHNOLOGY**

Unit 1: Introduction – Related Technologies – Business Intelligence – E-Commerce and E-Business – Business Process Reengineering – Data Warehousing – Data Mining – OLAP – Product life Cycle management – SCM – CRM

### **ERP IMPLEMENTATION**

Unit 2: Implementation Challenges – Strategies – Life Cycle – Pre-Implementation Tasks – Requirements Definition – Methodologies – Package Selection – Project Teams – Process Definitions – Vendors and Consultants – Data Migration – Project Management – Post Implementation Activities.

### **ERP IN ACTION & BUSINESS MODULES**

Unit 3: Operation and Maintenance – Performance – Maximizing the ERP System – Business Modules – Finance – Manufacturing – Human Resources – Plant Maintenance – Materials Management – Quality management – Marketing – Sales, Distribution and Services.

### **ERP MARKET**

Unit 4: Marketplace – Dynamics – SAP AG – Oracle – PeopleSoft – JD Edwards – QAD Inc. – SSA Global – Lawson Software – Epicor – Intuitive

### **ENTERPRISE APPLICATION INTEGRATION**

Unit 5: ERP and E-Business – ERP II – Total quality management – Future Directions – Trends in ERP.

Text Books:

1. Enterprise Resource Systems, Motiwala, Pearson, 2009.
2. Enterprise Resource Planning, Alexis Lenon, TMH, 2008.
3. Concepts in ERP, Monk, 2/e Thomson, 2009.
4. Managerial Issues of ERP, David L. Olson, TMH, 2009.

Reference Books:

1. Enterprise Resource Planning and MIS, Venugopal Rao, Excel 2009.
2. ERP concepts & practice, Vinod Kumar Kard and NK Venkata Kristan, PHI, 2008.
3. ERP in Practice, Vaman, TMH, 2008.
4. Enterprise Resource Planning, Mahadeo Jaiswal & Ganesh V Anapalli, Macmillan, 2008.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	
	CO2	
	CO3	
	CO4	
	CO5	

## SEMESTER - III

Course Code: 9P1A36A ELECTIVE – III  
Course Name: **WAGE AND COMPENSATION MANAGEMENT**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To understand the nature of industrial employee's wage and compensation package.
2. To know the various ways of development of wage system.
3. To understand the policies and regulations of wage system.
4. To know the different components of compensation system.
5. To get clarity regarding various issues related to compensation.

Course Outcomes:

**CO1** – Student will be able to analyse different pay structures.  
**CO2** – Can have awareness regarding different wage theories.  
**CO3** – Able to get clear knowledge about different policies and regulations.  
**CO4** – Design better employee satisfaction and motivational issues in compensation package.  
**CO5** – Student can design most effective compensation system.

### INTRODUCTION

Unit 1: Concept of Wage – Principles and Techniques of Wage Fixation – Basic, Dearness and Other Allowances – Job Evaluation – Methods of Wage Payment – Wage Management – Nominal and Real Wages – Factors Affecting Them – Wages, Incentives, D.A. And Other Allowances – Consumer Prices Index – Wage Differentials.

### THEORIES OF WAGE

Unit 2: Economic Theories; Subsistence Theory, Surplus Value Theory, Wages-Fund Theory, Marginal Productivity Theory, Bargaining Theory, Demand and Supply Theory, Purchasing Power Theory – Behavioural Theories of Motivation; Equity Theory, Expectancy Theory – Wage & Salary Administration – Wage Boards and Pay Commission – Wage Incentive.

### WAGE POLICY AND REGULATIONS

Unit 3: Statutory wage fixation – Minimum Wages Act, 1948 (All provision) – Payment of Wages Act, 1936 (All Provisions) – The Payment of Bonus Act, 1965 (All provisions) – Equal Remuneration Act, 1976 (All provisions).

### COMPENSATION MANAGEMENT

Unit 4: Conceptual and Theoretical Understanding of Economic Theory Related to Compensation Management – Employees Satisfaction and Motivation Issues in Compensation Design – Determination of Inter and Intra Industry Compensation Differentials – Individual and Group Incentives.

### ISSUES RELATED TO COMPENSATION

Unit 5: Concept of Dearness Allowance – The Role of Fringe Benefits in Reward Systems – Retirement Plans Including VRS/Golden Handshake Schemes – The Executive Compensation – Workmen's Compensation Act, 1923.

- Text Books:**
1. Compensation and Reward Management, Sigh BD, Excel Books.
  2. Compensation, Ninth Edition, Milkovich, Newman, and Venkata Ratnam, TMH, New Delhi.
  3. Compensation Management: Text and Cases, Tapomoy Deb, Excel Books.
  4. Industrial Relations, Venkataratnam CS, Oxford University Press, 2006.
  5. Industrial Relations, Arun Monappa, TMH, New Delhi, 2009.
- Reference Books:**
1. Negotiated Change – Collective Bargaining, Liberalization and Restructuring in India, Venkata Ratnam CS, Response Books, New Delhi, 2003.
  2. Industrial Relations, Trade Unions and Labour Legislation, Sinha, Pearson, 2007.
  3. Labour and Industrial Laws, P.K. Padhi, PHI, 2007.
  4. Law of Industrial Disputes, Bagri, Kamal Law House, 2010.
  5. Law of Trade Unions, Eastern Book Company, Srivastava, 4th Edition, 2002.
  6. Labour and Industrial Law, Dr. V.G. Goswami, Central Law Agency, Allahabad.
  7. S.N.M. Mishra: Labour and Industrial Law, Central Law Agency, Allahabad.
  8. Labour Law, Khan& Khan, Asia Law House, Hyderabad.

**Assessment Mode:**

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PSO1
	CO2	PO3, PO4
	CO3	PO7
	CO4	PO4
	CO5	PO5, PO8

## SEMESTER - III

Course Code: 9P1A36B ELECTIVE – III  
Course Name: **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To understand various investment types traded in security market, regulations of stock exchange and the basic process involved in investment.
2. Introduce students to common stock, the stock market, stock options, and approaches to investing in the stock market and building stock portfolios.
3. Provide students with a basic introduction to portfolio theory and study various methods of modelling the risk associated with stock investment such as the capital asset pricing model and arbitrage pricing theory.
4. To analysis stock price behaviour in market which is affected by various factors by calculating various technical indicators.
5. Encourage students to apply stock and option valuation models in portfolio management.

**CO1** – The student will be able to Understand the various alternatives available for investment.

**CO2** – To measure risk and return and Find the relationship between risk and return.

Course Outcomes: **CO3** – Gain knowledge of the various strategies followed by investment practitioners, execute better investment decisions by analysing Economic, Industry and Company factors.

**CO4** – Determine the effective price of market security by calculating the value of share or bond using appropriate models.

**CO5** – Identify the common practices in portfolio management

### **INTRODUCTION TO INVESTMENT AND PORTFOLIO MANAGEMENT**

Unit 1: Definition – Investment Attributes – Investment vs Speculation – Portfolio Management; Definition and Portfolio Management Process.

### **FUNDAMENTAL ANALYSIS & TECHNICAL ANALYSIS**

Unit 2: Key variables of Macro Economic Analysis – Industry Life Cycle Analysis – Study of the structure and Characteristics of an Industry – Porter’s Model – Company Analysis – A study of Financials – A study of other factors – Fundamental Analysis vs Technical Analysis – Dow Theory – Technical Indicators – Moving Averages and Relative Strength Index (RSI).

### **EVALUATION OF PORTFOLIO RISK**

Unit 3: Index Models: Risk premiums – Portfolio risk – Capital market line – Markowitz Portfolio selection – Single Index Model – Diversification vs Over Diversification – CAPM – APT Fundamental Analysis; Economy, Industry, Company analysis – Equity Valuation Models: Intrinsic Value, Market Value of Dividend Model, PE Multiple, Free cash flow – Technical Analysis; Tools of Technical analysis. – Estimation and Adjustment of Beta

## MEASUREMENT OF RETURN AND RISK

Unit 4: Return – Components of Return – Measuring Historical Return – Risk; Definition, Classification, Systematic Risk, Unsystematic Risk, Standard Deviation, Variance – Measuring Expected Return and Risk.

## PORTFOLIO MANAGEMENT

Unit 5: Portfolio Models – Markowitz Model – Sharpe Single Index Model – Capital Asset Pricing Model – Performance Measures – Sharpe Measure – Jensen Measure – Treynor Measure – Exchange Traded Funds – Inverse Funds – Investment in Foreign Countries – Impact of Global Diversification – GDR, ADR, IDR.

Text Books:

1. Investment Analysis and Portfolio Management, Chandra McGraw Hill 2009.
2. Security Analysis and Portfolio Management, Sudhindra Bhat, 2008 Excel.
3. Investment Management, V.K. Balla, S.K. Tuteja, Sultan & Chand Company Ltd, 2009.
4. Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai, 2009.

Reference Books:

1. Security Analysis and Portfolio Management, Avadani, Himalaya Publishers, 2009.
2. Investment analysis Portfolio Management, Rely & Brown, Cengage, 8/e, 2009.
3. Investment, Bodie, McGraw Hill Book Company, 2009.
4. Security Analysis and Portfolio Management, Ranganatham & Madhumathi, Pearson Education, 2004.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO4, PO8
	CO2	PO1, PO2, PO5
	CO3	PO1, PO3
	CO4	PO6, PO7
	CO5	PO1, PO8

## SEMESTER - III

Course Code: 9P1A36C ELECTIVE – III  
Course Name: **GREEN MARKETING MANAGEMENT**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To understand the importance of green marketing in the overall marketing function.
2. To know green marketing strategies and green consumers to build successful green marketing plans.
3. To understand the elements of green marketing mix.
4. To understand sustainability standards, certificates and reports for measuring green marketing programs.

Course Outcomes:

**CO1** – Appreciate green marketing concept as an important sustainable development issue under the larger marketing function.  
**CO2** – Ability to successfully devise green marketing strategies suitable to right segments.  
**CO3** – Develop effective green marketing programs for building brand equity.  
**CO4** – Understand & appreciate sustainability standards and certifications and develop sustainability reports for green marketing programs.

### **INTRODUCTION TO GREEN MARKETING**

Unit 1: Evolution of Green Marketing – Definitions of Green Marketing and Green Marketing Management – Ecological Marketing vs Sustainable Marketing vs Green Marketing – Benefits of Green Marketing – Green Companies and their Characteristics – Parties to Green Marketing – Challenges in Green Marketing – Green Washing.

### **STRATEGIES AND CUSTOMERS**

Unit 2: Integrating Green in Organisational Mission, Objectives and Tactics – Green Marketing Strategies – Green Marketing Grid – Structure of a Green Marketing Plan – Green Consumer Market Segments – Target Marketing – Green Consumer Concept: Psychology and Purchase Behaviours – Sustainable Marketing Actions Influencing Consumer Decision Making Process

### **GREEN MARKETING MIX - I**

Unit 3: Green Products – Green Packaging – Green Labelling – Greening the Product Line: Benefits, Approaches and Ideas – Green Product Development Process – Green Price – Pricing Strategies – Balancing Premium Pricing with Consumer Demand

### **GREEN MARKETING MIX - II**

Unit 4: Green Distribution – Supply Cycles: Definition and Benefits – Sustainable Logistics – Distribution through Retailers and Direct Channels – Green Promotion – Green Branding – Factors Underlying Promotion of Green Products



## STANDARDS, CERTIFICATIONS AND REPORTS

Unit 5: Green Business Standards: Meaning, Benefits and their Sources – Sustainability Certifications – Sustainability Reports: Purpose, Benefits, Primary Disclosures and Overview – Reporting Economic Value, Environmental Value and Social Value.

Text Books:

1. Green Marketing Management, Robert Dahlstrom, South-Western Cengage Learning, 2011.
2. Green Business Practices for Dummies, Lisa Swallow, Wiley Publishing, 2009.

Reference Books:

1. Green Marketing – A Case of the Sub-Industry in Turkey, Ayca Can Kirgiz, Palgrave Macmillan, 2016
2. The Green Marketing Manifesto, John Grant, John Wiley & Sons, Ltd, 2007

I Mid Examination – 40 Marks (Unit 1 & 2)

II Mid Examination – 40 Marks (Unit 3, 4 & 5)

Assessment Mode: 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.

Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO6
	CO2	PO1, PO7
	CO3	PO2, PO5
	CO4	PO3, PO6

## SEMESTER - III

Course Code: 9P1A36D ELECTIVE – III  
Course Name: CUSTOMER RELATIONSHIP MANAGEMENT

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To understand the evolution and economics of CRM
2. To generate ideas related for better customer service.
3. To create awareness regarding the technological tools of CRM.
4. To know the barriers in building relationship with customers.
5. To focus on quality management in building better relationship with customers.

Course Outcomes:

**CO1** – Students can have clear insight in the area of customer relationship management.  
**CO2** – Can understand the conceptual framework of CRM.  
**CO3** – Can develop critical skills that are necessary for building and managing partnering relationship with customers.  
**CO4** – Able to overcome the problems in building better relationship with customers.  
**CO5** – Apply conceptual foundations of relationship marketing and develop better quality services for the customers.

Unit 1: **CONCEPTUAL FOUNDATIONS OF CRM**  
Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship Selling Concept.

Unit 2: **CRM IN CONSUMER MARKETS**  
Customer Service and Contact Centres for CRM – Customer Satisfaction and Loyalty.

Unit 3: **TECHNOLOGICAL TOOLS FOR CRM**  
Components of CRM Solutions – Product Offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People soft – e CRM.

Unit 4: **TECHNOLOGICAL AND OPERATIONAL ISSUES IN IMPLEMENTING CRM**  
Benefits and Barriers to CRM – CRM Road Blocks: Privacy and Ethics – Future of CRM.

Unit 5: **CUSTOMER RELATIONSHIP QUALITY MANAGEMENT**  
Designing Effective Relationship Management System.

Text Books:

1. Customer Relationship Management, Jagadish Seth, TMH, 2008
2. Customer Relationship Management, Chaturvedi Mukesh, Excel, 2008.
3. Customer Relationship Management, Roger J. Baran: Cengage, 2009.
4. Customer Relationship Management Essentials John W Gosney and Thomas P Boehm, PHI, 2008

- Reference Books:
1. Customer Relationship Management A Strategic Perspective, G. Shainesh & Jagdish N Sheth, McMillan.
  2. Customer Relationship Management, Das Subhasish, Excel, 2008.
  3. Customer Relationship Management, Peelan, Pearson, 2008.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3
	CO2	PO2
	CO3	PO5, PO7
	CO4	PO1. PO4
	CO5	PO2, PO5, PO8

## SEMESTER - III

Course Code: 9P1A37A ELECTIVE – IV  
Course Name: **EMPLOYEE PERFORMANCE MANAGEMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives: 1. The objective of this course is to managing employee performance effectively and efficiently which leads to achieve both operational and strategic goals of the organisation.

Course Outcomes: **CO1** – Understand the basic concepts of performance management.  
**CO2** – Monitor the employees’ performance and conduct performance review meetings.  
**CO3** – Develop coaching and counselling skills to improve employee performance.  
**CO4** – Select best suitable method of performance appraisal to measure the employee performance in an organisation.  
**CO5** – Understand and apply the compensation and reward strategies to motivate employees.

### **PERFORMANCE MANAGEMENT**

Unit 1: Concept – Performance Management vs Performance appraisal – Performance Management vs Human Resource Management – Purpose – Significance – Benefits to Organization, Benefits to Managers, Benefits to Employees – Characteristics of Performance Management – Process – Introducing PMS in an Organization.

### **MONITORING PERFORMANCE**

Unit 2: Monitoring Performance – Performance Reviews: Objectives, Frequency of Review, Conducting Review Meetings, Problems in Conducting Meetings, Guidelines for Conducting Meetings.

### **COACHING AND COUNSELLING**

Unit 3: Coaching for Performance Improvement – Concept – Tips for Effective Coaching  
Counselling – Functions of Counselling – Steps in Counselling Process.

### **ANNUAL STOCK TAKING**

Unit 4: Stock Taking of Performance – Uses – Appraisal System Design: Process and Approaches – Appraisal Methods – MBO and Assessment Centre – 360-Degree Appraisal – Balanced Scorecard.

### **REWARD AND COMPENSATION MANAGEMENT**

Unit 5: Concept and Types of Compensation – Objectives – Competitive Compensation Design – Internal Factors – External Factors – Equity in Compensation Systems – Fringe Benefits – Objectives – Factors Influencing Fringe Benefits – Types of Fringe Benefits – Retirement Benefits, Statutory and Tax Aspects.

Text Books:

1. Performance Management, Herman, Aguinis, Pearson Education, 2009.
2. Performance Management and Appraisal Systems, T.V. Rao, Response, 2008.
3. Performance Management, Kandula, PHI, 2009.
4. Performance Management, Michael Armstrong, Kogan Page, 2007.

Reference Books:

1. Performance Management, A.S. Kohil, T. Deb, Oxford, 2008.
2. Performance Management, Dinesh K. Srivatsava, Excel, 2008
3. 360 Degree Feedback and Assessment and Development Centres, T.V. Rao, Excel, 2008.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3, PO4, PO7
	CO2	PO1, PO2, PO8
	CO3	PO6, PO7, PO8
	CO4	PO1, PO2, PO7
	CO5	PO2, PO7, PO8

## SEMESTER - III

Course Code: 9P1A37B ELECTIVE – IV  
Course Name: **GST AND CUSTOMS LAW**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To provide students with working knowledge of principles and provisions of GST and customs law.
2. To provide insight and computation of GST.
3. To make conversant with the computation of procedure.
4. To provide knowledge to the students about GST, IGST to minimise tax.
5. To provide a broad understanding of the customs law.

Course Outcomes:

**CO1** – To understand the basic concepts related to GST  
**CO2** – Understand the impact of new regulation on distribution practices and kind of changes needed to be done.  
**CO3** – To update the procedural part of GST.  
**CO4** – Getting familiar with technology and the flow of return filing and assessment under GST.  
**CO5** – Describe the customs law and provisions.

Unit 1: **GOODS AND SERVICE TAX – (GST) AND GST ACTS**  
Introduction – Salient Features of GST – Constitutional Amendment – Enrollment & Registration – Positive Aspects – Negative Aspects – Objectives – Taxes Subsumed in GST – Model of GST

Unit 2: **IGST MODEL**  
IGST Model – Benefits of GST – GST Council: Structure, Appointment and Powers under CGST and SGST, Salient features of CGST Act, SGST Act (Andhra Pradesh State) – IGST Act; Meaning and Definition – Aggregate Turnover – Adjudicating Authority – Agent – Business – Capital goods – Casual Taxable Person – Composite Supply – Mixed Supply – Exempt Supply – Input Service Distributor - Job Work – Manufacture – Input Tax – Input Tax Credit – Person – Place of Business – Reverse Charge – Works Contract – Casual Taxable Person – Non-Resident Person (Theory only).

Unit 3: **PROCEDURE AND LEVY UNDER GST**  
**Registration under GST:** Procedure for registration – Persons liable for registration – Persons not liable for registration – Compulsory registration – Deemed registration – Special provisions for Casual taxable persons and Non-resident taxable persons – Exempted goods and services – Rates of GST (Theory only) – **Procedure relating to Levy: (CGST & SGST):** Scope of supply – Tax liability on Mixed and Composite supply – Time of supply of goods and services – Value of taxable supply – Computation of taxable value and tax liability (Theory and Problems) – **Procedure relating to Levy: (IGST):** Inter-state supply – intra-state supply – Zero rates supply – Value of taxable supply – Computation of taxable value and tax liability.

## ASSESSMENT AND RETURNS OF GST

Unit 4: Input Tax Credit: Eligibility, Apportionment, Inputs on Capital Goods, Distribution of Credit By Input Service Distributor (ISD) – Transfer of Input Tax Credit - Simple Problems on Utilization of Input Tax Credit – Furnishing Details of Outward Supplies and Inward Supplies – First Return – Claim of Input Tax Credit – Payment of Taxes – Refund - Doctrine of Unjust Enrichment – TDS, TCS – Reversal and Reclaim of Input Tax Credit – Annual Return and Final Return – Problems on Assessment of Tax and Tax Liability (Theory and Problems)

## CUSTOMS LAW

Unit 5: Customs Act, 1962; Rules, Regulations Circulars and Notifications – Customs Tariff Acts; Related Rules – Principles Governing Levy of Customs Duty, Rates and Valuation of Customs Duty – Exemptions, Remissions, Demand, Recovery and Refunds in Customs – Export Schemes – Duty Drawbacks – Types of Valuation for Customs Duty; Tariff Value, Transaction Value – Methods of Valuation – Special Provisions Regarding Baggage, Goods Imported or Exported by Post, and Stores – Duty Drawback Schemes – Impact of GST on Customs Duty – Illustrative Problems on Customs Duty in Respect of GST.

Text Books:

1. GST ready Reckoner: V S Datey.
2. Deloitte: GST Era Beckons, Wolters Kluwer.
3. Goods and Services Tax, Wolters Kluwer, Madhukar N Hiregange.
4. Goods & Services Tax – CA. Rajat Mohan,

Reference Books:

1. Goods & Services Tax: Dr. Sanjiv Agrawal & CA. Sanjeev Malhotra.
2. GST - Law & Practice: Dr. B.G. Bhaskara, Manjunath. N & Naveen Kumar IM,
3. Indirect Tax Laws, Taxman Allied Services, B.K. Ghargava.
4. Indirect Tax Law and Practice. V.S. Datey, U.K. Bhargava.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO2, PO3
	CO2	PO3, PO5,
	CO3	PO3, PO4
	CO4	PO2
	CO5	PO2, PO3

## SEMESTER - III

Course Code: 9P1A37C ELECTIVE – IV  
Course Name: **BRAND MANAGEMENT**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To understand the basics concepts behind brands and branding and the role of brand manager.
2. To know brand strategies to build strong brands.
3. To understand the elements and associations involved in brand communications.
4. To understand audit and valuation of brands.
5. To understand how brands are manage and grow strategies in brand management.

Course Outcomes:

**CO1** – Appreciate brand management concepts & theories and their applicability.  
**CO2** – Ability to successfully devise brand strategies.  
**CO3** – Develop effective marketing programs for building brand equity.  
**CO4** – Understand & appreciate the concepts of brand equity measurement and management in theory & practice.

### INTRODUCTION

Unit 1: Basic Understanding of Brands – Definitions – Product vs Brand – History of Brands - Significance of Brands – Brand Manager: Roles, Responsibilities and Interfaces - Different Types of Brands – Branding Challenges and Opportunities

### BRAND STRATEGIES

Unit 2: Strategic Brand Management process – Customer-based Brand Equity – Sources of Brand Equity – Identifying and Establishing Brand Positioning – Positioning Guidelines – Defining a Brand Mantra – Building a Strong Brand - Establishing Brand Values

### BRAND COMMUNICATIONS

Unit 3: Brand Elements: Criteria for Choosing Brand Elements, Options and Tactics for Brand Elements – Communication Options for Brand Building – Leveraging Secondary Brand Associations: Country of Origin, Cobranding, Ingredient Branding, Celebrity Endorsements and Events

### BRAND EQUITY MEASUREMENT

Unit 4: Brand Audits – Designing Brand Tracking Studies – Brand Equity Management System – Financial Brand Equity – Brand Valuation Methods

### MANAGING BRANDS

Unit 5: Brand Hierarchies – Brand Architecture: Definition and Types – Brand Extensions: Meaning, Types, Advantages, Disadvantages and Keys to Successful Extensions – Brand Turnaround and Rejuvenation – Brand Globalisation: Reasons, Process, Advantages and Disadvantages



Text Books:

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 4th Edition, 2013.
2. Jean-Noël Kapferer, The New Strategic Brand Management, Kogan Page, 5th edition, 2012.

Reference Books:

1. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Temporal, Branding in Asia, John Willy, 2000.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005.
5. Mahim Sagar, Deepali Singh, D.P. Agarwal, Achintya Gupta, Brand Management Ane Books Pvt. Ltd – (2009)

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3
	CO2	PO1, PO2, PO5
	CO3	PO2, PO5, PO7
	CO4	PO1, PO8

## SEMESTER - III

Course Code: 9P1A37D ELECTIVE – IV  
Course Name: DATA WAREHOUSING AND MINING

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. Learn the types of the data to be mined and apply pre-processing methods on raw data.
2. To design data warehouses and techniques for mining frequent patterns, associations and correlations.
3. To understand different classification algorithms and estimate the accuracy of algorithms.
4. To include knowledge on different clustering algorithms.
5. To identify various types of complex data and its applications.

Course Outcomes:

**CO1** – To understand and apply data processing techniques  
**CO2** – To design data warehouses and techniques for mining frequent patterns, associations and correlations.  
**CO3** – To solve different classification patterns and estimate the accuracy of classifications.  
**CO4** – To understand and analyse different clustering techniques.  
**CO5** – To create various types of complex data such as spatial, text and multimedia.

Unit 1: **MANAGING DATA**  
Individual Data Management – Organisational Data Warehousing and Data Management – Components of Organisational Memory – Evaluation of Database Technology

Unit 2: **DATA WAREHOUSING INTRODUCTION**  
What is a Data Warehouse? – Who uses Data Warehouse? – Need for Data Warehouse – Applications of Data Warehouse: Concepts, Context of Data Warehouse, Data Base and Data Base Structures – Organizing Relational Data Warehouse – Multi-Dimensional Data structures.

Unit 3: **META DATA**  
Human Meta Data – Computer-based Meta Data for People to use – Computer-based Meta Data for the Computer to use

Unit 4: **ANALYZING THE CONTEXTS OF THE DATA WAREHOUSE**  
Active Analysis – User Queries – OLAP – Constructing a Data Warehouse System: Stages of the Project, Developing a Project Plan, Data Warehousing Design Approaches

Unit 5: **GETTING DATA INTO THE DATA WAREHOUSE**  
Extraction, Transformation, Cleaning, Loading and Summarization – Data Mining – Creating a Decision Tree – Correlation and Other Statistical Analysis – Neural Networks – Nearest Neighbour Approaches – Putting the Results to Use.

Text Books:

1. Decision Support Systems and Data Warehouse Systems, Efram G. Mallach: TMH, 2009.
2. Modern Data Warehousing, Mining and Visualization Core Concepts, Marakas, Pearson, 2008.
3. Data Management, Data Bases and Organizations, Richard T Watson: 5/e, Wiley.

Reference Books:

1. Data Warehousing, Data Mining OLAP, Berson Smith, TMH, 2008.
2. Data Mining Techniques and Tasks, THMS Ivanandam, TMH, 2008.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	
	CO2	
	CO3	
	CO4	
	CO5	

## SEMESTER - III

Course Code: 9P1A38  
 Course Name: **SEMINAR (SUCCESS STORIES OF ENTREPRENEURS)**

Course Credits & Hours per Week: Credits: 2 –  
 Theory: Nil –  
 Practical: 3 Hrs –

Course Objectives: 1. Aim of this seminar is to understand how entrepreneurs are becoming successful.  
 2. This is to inspire students to become job providers rather than job seekers.

Course Outcomes: **CO1** – How to start a company?  
**CO2** – How to choose the product and estimate demand for the product.  
**CO3** – The problems of procurement of raw materials.  
**CO4** – The marketing, HR and finance problems of the entrepreneur.  
**CO5** – Growth alternatives available to the entrepreneur.

A brief report of the understanding and observation should be submitted and presented in the class.

Reference Books: 1. Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012.  
 2. A G Krishnamurthy, Dhirubhaism, TMH, 2011.  
 Journals:  
 3. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad.  
 4. Journal of Human Values: IIM Calcutta.

Assessment Mode: There shall be CIE for 100 marks, out of which 80 marks for day-to-day evaluation for the student’s active participation and 20 marks for record/report submission. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3
	CO2	PO2, PO8
	CO3	PO8
	CO4	PO1
	CO5	PO4, PO5, PO6

## SEMESTER - IV

Course Code: 9P1A41  
Course Name: **STRATEGIC MANAGEMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To understand strategic management as a process and basic elements in devising a strategy.
2. To learn tools available to understand the role of environment in devising a strategy.
3. To understand tools of analysis involved in strategic choice.
4. To understand various strategic alternatives available for the manager in formulating strategic at different levels.
5. To understand the important factors in consideration for strategic implementation and control.

Course Outcomes:

**CO1** – Express an understanding of the process of strategic management and development of strategic vision and mission.  
**CO2** – Able to use the tools for scanning the environment for trends in formulating strategies.  
**CO3** – Able to use tools available in identifying strategic choices and strategic decisions.  
**CO4** – understand various strategic alternatives available for the manager in formulating strategic at different levels.  
**CO5** – Based on the important factor affecting strategy, implement and control the strategic process.

### **CONCEPT OF STRATEGIC MANAGEMENT**

Unit 1: Definition of Strategy – Strategic Management as a Process – Developing Strategic Vision, Mission, Objectives, Goals and Policies – Factors that Shape a Company’s Strategy – Concepts of Core Competence – Crafting Strategy for Competitive Advantage.

### **ENVIRONMENTAL SCANNING AND APPRAISAL**

Unit 2: Concept of Environment – Components of Environment (Economic, Legal, Political and Technological) – Industry and Competitive Analysis Method – Evaluating Company Resources and Competitive Capabilities – Environmental Scanning Techniques; ETOP, QUEST, and SWOT (TOWS).

### **STRATEGIC ANALYSIS AND CHOICE**

Unit 3: Tools and Techniques – Porter’s Five Force Model – BCG Matrix, GE Model, Market Life Cycle Model – Organisational Learning and the Experience Curve.

### **STRATEGY FORMULATION**

Unit 4: Formulation of Strategy at Corporate, Business and Functional Levels – Types of Strategies; Offensive Strategy, Defensive Strategy, Vertical Integration, Horizontal Integration – Tailoring Strategy to Fit Specific Industry and Company Situations.

## STRATEGY IMPLEMENTATION AND EVALUATION

Unit 5: Project Implementation – Procedural Implementation – Resource Allocation - Organisation Structure and Systems in Strategy Implementation – Strategy and Leadership, Corporate Culture, Values, Ethics and Social Responsibility – Strategy Evaluation – Strategic Control – Difference Between Strategic Control and Operational Control.

Text Books:

1. Business Policy and Strategic Management, Kazmi, 2/e, TMH.
2. Crafting and Executing Strategy: Concepts and Cases, Thomson, Gamble, Jain, 14/e, TMH.
3. Concepts in Strategic Management and Business Policy, Wheelmen and Hunger, Pearson Education.

Reference Books:

1. Strategic Management Concepts and Cases, Fred R. David, 12/e, PHI.
2. Strategic Management, Subba Rao. P, Himalaya.
3. Strategic Management, Ireland, Hoskinson, Hitt, Cengege.
4. Strategic Management – Theory and Application, Habergerg and Rieple, Oxford.
5. Strategic Management – Text and Cases, VSP Rao, Excel.
6. Business Policy and Strategic Management, Sukul Lomash and PK Mishra, Vikas.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3, PO7
	CO2	PO1, PO2, PO5
	CO3	PO2, PO5
	CO4	PO5, PO6
	CO5	PO7, PO8

## SEMESTER - IV

Course Code: 9P1A42  
Course Name: **BUSINESS ANALYTICS**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To provide a basic understanding of Business Analytics (BA).
2. Learn analytics categorisation of methods and models.
3. Gain knowledge of applicable areas of BA in organisational context
4. To learn to apply managerial understanding of building BA capability in the organisation.

Course Outcomes:

**CO1** – Reflect upon the basics of BA.  
**CO2** – To apply various analytics in business operations.  
**CO3** – Gain knowledge of applicable areas of BA in organisational functions.  
**CO4** – Apply managerial knowledge in building BA capability in the organisation.

### **INTRODUCTION**

Unit 1: Definition and Importance of Business Analytics (BA) – Evolution of BA – Scope of BA – Data for BA – Models in BA.

### **BA CATEGORIZATION – I**

Unit 2: Descriptive Analytics; Overview of Descriptive Statistics – Predictive Analytics; trendlines and Regression Analysis, Forecasting Techniques, Simulation and Risk Analysis (Theoretical Overviews Only)

### **BA CATEGORIZATION – II**

Unit 3: Data Visualisation; Tables, Charts, Advanced Data Visualisation and Data Dashboards – Data Mining; Scope of Data Mining, Data Exploration and Reduction, Classification, Classification Techniques – Prescriptive Analytics (Theoretical Overviews Only); Linear Optimisation, Integer Linear Optimisation, nonlinear Optimisation and Decision Analysis

### **BA IN PRACTICE**

Unit 4: Financial Analytics – Human Resource Analytics – Customer Analytics – Supply Chain Analytics – Business Process Analytics – Business Intelligence for Analytics, Framework and Brief History.

### **BUILDING BA CAPABILITY IN ORGANISATIONS**

Unit 5: Business Roles – Analytics Ecosystem – Placing Analytics Capabilities in the Organisation – Analytics Team Skills and Capacity – Link Between Strategy and BA Deployment – Strategy and BA Scenarios

Text Books:

1. James R. Evans – Business Analytics; Methods, Models and Decisions – 2<sup>nd</sup> global edition – Pearson Education, 2017.
2. Dinabandhu Bag – Business Analytics – Routledge, 2017
3. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams – Business Analytics – 3<sup>rd</sup> edition – Cengage, 2018

Reference Books:

1. Rahul Saxena, Anand Srinivasan - Business Analytics; A Practitioner's Guide - Springer, 2013.
2. Bhimasankaram Pochiraju, Sridhar Seshadri – Essentials of Business Analytics; An Introduction to the Methodology and its Applications – Springer, 2019.
3. Gert H.N. Laursen, Jesper Thorlund – Business Analytics for Managers; Taking Business Intelligence beyond Reporting – John Wiley & Sons, Inc., 2010.
4. David Roi Hardoon and Galit Shmueli – Getting Started with Business Analytics; Insightful Decision-Making - CRC Press, 2013.
5. HBR Guide to Data Analytics Basics for Managers – Harvard Business Review Press, 2018.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO5
	CO2	PO2, PO7
	CO3	PO3
	CO4	PO5, PO8



## SEMESTER - IV

Course Code:	9P1A43A	ELECTIVE – V
Course Name:	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	
Course Credits & Hours per Week:	Credits: 4 – Theory: 4 Hrs – Practical: Nil –	
Course Objectives:	1. The main objective of this course is to develop a diagnostic and conceptual understanding of HR management in a broader, comparative and international perspective to deal with the complex issues in international assignments.	
Course Outcomes:	<b>CO1</b> – Understand the cross-cultural differences between countries. <b>CO2</b> – perform diversified HR planning, recruitment, selection, training for expatriate etc., functions effectively. <b>CO3</b> – Design compensation for international employees. <b>CO4</b> – Train expatriates and understand the performance management processes. <b>CO5</b> – Apply the knowledge towards resolving conflicts between employees and encourage employees to improve and maintain quality.	
Unit 1:	<b>HUMAN AND CULTURAL VARIABLES IN GLOBAL ORGANIZATIONS</b> Cross Cultural Differences – Cross-Cultural Research Methodologies – Hofstede’s Hermes Study – Managerial Implications.	
Unit 2:	<b>INTERNATIONAL STAFFING</b> Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment – Training Expatriation – Repatriation.	
Unit 3:	<b>COMPENSATION PRACTICES</b> Designing Compensation Programme – Approaches to International Compensation – Differentiating PCN’s and TCN’s.	
Unit 4:	<b>TRAINING AND DEVELOPMENT</b> Need – Cross-Cultural Training, Learning – Performance Management and HR Process – Competency Appraisal – Cultural Issues.	
Unit 5:	<b>INTERNATIONAL INDUSTRIAL RELATIONS</b> Trade Unions – Collective Negotiations – Disputes/Conflicts – Quality Circles and Participative Management.	
Text Books:	1. International Human Resource Management, Aswathappa, TMH, 2009. 2. International Human Resource Management, Subba Rao P, Himalaya, 2008 3. International Dimensions of Organizational behaviour, Adler N.J., Kent 4. International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage, 2009.	
Reference Books:	1. International Human Resource Management, Tony Edwards & Chris Rees, Pearson, 2008 2. International Human Resource Management, Rao P.L, Excel. 2008	

Assessment Mode: I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO2, PO3, PO5
	CO2	PO2, PO5, PO6, PO8
	CO3	PO4, PO6
	CO4	PO5, PO7, PO8
	CO5	PO1, PO2, PO4, PO6

## SEMESTER – IV

Course Code: 9P1A43B ELECTIVE – V  
Course Name: **INTERNATIONAL FINANCIAL MANAGEMENT**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To introduce the environment of international finance and its implications of international business.
2. To analyse the nature and functioning of foreign exchange system.
3. To define and measure foreign exchange risks and to identify risk management strategies.
4. To provide students with a conceptual and analytical framework of international financial institutions and working capital management.
5. To familiarise students with cross border investment decisions.

Course Outcomes:

**CO1** – Acquaint the knowledge of international monetary.  
**CO2** – Determine and forecast the exchange rates.  
**CO3** – Evaluate foreign exchange exposure and risk  
**CO4** – Conceptualise analytical framework of international financial institution and working capital management.  
**CO5** – Evaluate cross border investment decisions.

### **INTERNATIONAL MONETARY SYSTEM**

Unit 1: Introduction – Gold Standard – Bretton Woods System – Exchange Rate Regimes – Fixed and Floating Exchange Rates – Currency Convertibility – International Liquidity and International Reserves.

### **FOREIGN EXCHANGE MARKET**

Unit 2: Function and Structure of the Forex Markets – Major Participants – Types of Transactions and Settlements – Foreign Exchange Quotations.

### **CROSS-BORDER INVESTMENT DECISIONS**

Unit 3: Corporate Strategy and Foreign Direct Investment – Multinational Capital Budgeting – International Acquisition and Valuation – Adjusting for Risk in Foreign Investment.

### **FINANCING DECISIONS OF MNC'S**

Unit 4: Introduction – Cost of Capital – Capital Structure – Methods of Raising Capital.

### **MULTINATIONAL FINANCING INSTITUTIONS**

Unit 5: International Bank for Reconstruction and Development – International Development Association – International Finance Corporation – International Monetary Fund.

Text Books:

1. International Financial Management, S. EunChoel and Risnick Bruce: TMH, 2009.
2. International Financial Management, Machi Raju, HPH, 2008.
3. International Financial Management, Jeff Madura, Cengage, 1st Edition, 2009.
4. International Financial Management, V.A. Avadhani, Himalaya, 2008.

Reference Books:

1. International Financial Management, Sharan, 5th Edition, PHI, 2009.
2. International Financial Management, Madhu Vij, Excel, 2009.
3. International Financial Management, T. Siddaiah, Pearson, 2009.
4. International Financial Management, Srivastava R.M: Excel, 2009.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3
	CO2	PO2, PO4
	CO3	PO1, PO3
	CO4	PO2, PO4
	CO5	PO2

## SEMESTER - IV

Course Code: 9P1A43C ELECTIVE – V  
Course Name: **DIGITAL MARKETING**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. To understand the role of digital marketing in the overall marketing strategy.
2. To learn numerous effective digital marketing strategies and tactics.
3. To understand the KPIs and metrics used to evaluate and measure digital marketing effectiveness.
4. To understand the link between overall strategy and digital marketing strategy.

Course Outcomes:

**CO1** – Understand and appreciate the role of digital marketing in the overall marketing strategy.  
**CO2** – Recognise and engage numerous effective digital marketing strategies and tactics.  
**CO3** – Measure and evaluate digital marketing in terms of KPIs and metrics.  
**CO4** – Integrate digital marketing strategies in the overall strategy of the company.

### **INTRODUCTION TO DIGITAL MARKETING**

Unit 1: Introduction to Internet; History and its Working – Digital Marketing and Digital Marketing Strategy; Definitions and History – Internet in the Traditional Marketing Mix – Crafting a Digital Marketing Strategy – Steps in Building Effective Website.

### **SEO, PPC AND DISPLAY**

Unit 2: **SEO**; Introduction, Search Engine Result Page Positioning, Search Behaviour, On-Page Optimisation and Off-Page Optimisation.  
**PPC**; Introduction, History, How PPC Works, Types of Adverts, Targeting Adverts, Behavioural and Demographic Targeting, Pros and Cons.  
**Display Advertising**; History, Types and Formats, Types of Display Campaigns, Planning and Targeting Display Campaigns, Campaign measurement.

### **EMAIL AND MOBILE MARKETING**

Unit 3: **Email Marketing**; History, Email List Capture, Email Content, Email Marketing Performance Metrics, Avoiding Spam Filters, Do's and Don'ts of Email Marketing.  
**Mobile Marketing**; Mobile Web Design, Mobile Ad Formats, Mobile Advertising Key Tips, Proximity Marketing, SMS Marketing.

### **SOCIAL MEDIA MARKETING**

Unit 4: Introduction – History – Traditional Media vs Social Media – Social Media Plan – Facebook Advertising – Twitter Advertising – YouTube Advertising – LinkedIn Advertising

### **ANALYTICS AND REPORTING**

Unit 5: What are Analytics – Tools and Technology of Analytics – Attribution Modelling – Presentation

Text Books:

1. Damian Ryan, Understanding Digital Marketing; Marketing Strategies for Engaging the Digital Generation, 3rd Edition, Kogan Page
2. Dave Chaffey and PR Smith, eMarketing eXcellence; Planning and Optimising Your Digital Marketing, 3rd Edition, Butterworth-Heinemann, Elsevier
3. Ian Dodson, The Art of Digital Marketing; The Definitive Guide to Creating Strategic, Targeted and Measurable Online Campaigns, John Wiley and Sons

Reference Books:

1. Larson and Draper, Internet Marketing Essentials; A Comprehensive Digital Marketing Textbook, Stukent Inc.
2. Rob Stokes, eMarketing; The Essential Guide to Digital Marketing, 4th Edition, Saylor Foundation
3. Simon Kingsnorth, Digital Marketing Strategy; An Integrated Approach to Online Marketing, Kogan Page.
4. Will Rowan Digital Marketing; Using New Technologies to Get Closer to Your Customers, Kogan Page.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO3
	CO2	PO1, PO2
	CO3	PO5, PO6, PO8
	CO4	PO7

## SEMESTER - IV

Course Code: 9P1A43D ELECTIVE – V  
Course Name: **CORPORATE INFORMATION MANAGEMENT**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

Course Objectives:

1. Learn different types of analysis for IT planning and strategy tools.
2. Learn and know about enterprise process for organisation.
3. Know about build infrastructure and networking.
4. Learn different types of IT services.
5. To understand different outsourcing processes.

Course Outcomes:

**CO1** – To understand and apply IT planning and strategy tools.  
**CO2** – To understand business networks and models.  
**CO3** – To solve different networking and infrastructure service.  
**CO4** – To understand facilities manpower control and security  
**CO5** – To create various outsourcing methods.

### **IT PLANNING AND STRATEGY TOOLS**

Unit 1: Strategy Analysis – Environment Analysis – Conducting Strategy Audit – Assessing Opportunities and Risks – Company – Technology Analysis; Industry Technology Analysis, Trajectories of Technology Analysis – Need for New Capabilities.

### **EXTENDING THE ENTERPRISE**

Unit 2: Organizing for Innovation – Collaboration – Understanding Business Networks: Differentiation, Interdependence and Ownership – Designing Hybrid Governance Models – Building Collaborative Community – Emerging Network Business Models.

### **IT ALIGNMENTS**

Unit 3: Building the Case for IT – Leveraging Infrastructure and Creating Options – Components of Internetworking Infrastructures – Rise of Internetworking – Business Implications.

### **MANAGING IT SERVICES**

Unit 4: Availability Facilities – Uninterruptible Power – Delivery – Climate Control – Security – New Service Models.

### **IT OUTSOURCING**

Unit 5: Managing Risk through Incremental Outsourcing – Outsourcing Advantages and Disadvantages – Outsourcing Opportunities – Managing Relationships with Outsourcing Agencies.

Text Books:

1. Lynda M. Applegate, Robert D. Austin and F. Warren McFarlan, Corporate Information Strategy and Management, TMH.
2. C.S.G. Krishnamacharyulu and Lalitha R., Management of Technology, Himalaya
3. V.K. Narayan, Managing Technology and Innovation for Competitive Advantage, Pearson, 2009.
4. C.K. Prahlad, The New Age of Innovation, TMH, 2009.

Reference Books:

1. Sanjiva Shankar Dubey, IT strategy and Management, PHI, 2009.
2. Parag Kulkarni IT Strategy for Business, Oxford, 2009.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	
	CO2	
	CO3	
	CO4	
	CO5	



## SEMESTER - IV

Course Code: 9P1A44A ELECTIVE – VI  
Course Name: **ORGANIZATION DEVELOPMENT**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. Learn the basic concepts of organisation development.
2. Able to analyse transformational aspects in an organisation.
3. Capable of diagnosing organisational issues.
4. Use different innovations for organisation development.

Course Outcomes:

**CO1** – Student is able to analyse the historical aspects of organisational development.  
**CO2** – Critically assess the system and its transformational issues.  
**CO3** – Able to diagnose the key concepts that help in organisation growth and sustainability.  
**CO4** – Student is better able to apply interventions when they work for company.  
**CO5** – Student is able to concentrate on his life and career choices.

Unit 1: **ORGANIZATION DEVELOPMENT**  
Definition – Contributory Stems, Values, Assumptions.

Unit 2: **CHARACTERISTICS AND FOUNDATIONS OF OD**  
Systems Outlook – Third Wave Management and Organization Transformation.

Unit 3: **DIAGNOSTIC PROCESS AND AREAS OF DIAGNOSIS**  
Action Research – As a Process and Approach – Organization Development.

Unit 4: **INTERVENTIONS CLASSIFICATION**  
Team Interventions – Intergroup Interventions – Third party Peace-making Intervention.

Unit 5: **STRUCTURAL INTERVENTIONS**  
Comprehensive Interventions and Training Experience – Other Interventions – T-Groups – Behaviour Modelling – Life and Career Planning.

Text Books:

1. Organisation Development and Transformation, French, Bell & Zawacki, 6/e TMH, 2008.
2. Organization Change and Development, Kavita Singh: Excel, 2008.
3. Organisation Development, Daniel Robey & Steven Actman, Macmillan.
4. Organisation Development Interventions & Strategies, S. Ramnarayan, T.V. Rao & Kuldeep Singh, Response. 2009.

Reference Books:

1. Organisation Development, Daniel Robey & Steven Actman, Macmillan.
2. Organisation Development, French & Bell, Pearson. 2008.
3. Organisation Development Change, Cummins & Worley, Thomson/Cengage, 2009.

Assessment Mode: I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO5
	CO2	PO2, PO6, PO7
	CO3	PO2
	CO4	PO1, PO4, PO8
	CO5	PO4

## SEMESTER – IV

Course Code: 9P1A44B ELECTIVE – VI  
Course Name: **FINANCIAL DERIVATIVES**

Course Credits Credits: 4 –  
& Hours per Theory: 4 Hrs –  
Week: Practical: Nil –

- Course Objectives:
1. This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.
  2. To understand the pricing of derivative instruments, risk management and market strategies towards trading.
  3. Define financial derivative and explain the economic functions that financial derivatives fulfil.
  4. Define and describe the four major types of derivatives: forwards, futures, options, and swaps.
  5. Explain the economic functions of hedging and speculating.

Course Outcomes:

**CO1** – Demonstrate an understanding of the uses of financial engineering and risk management approaches and techniques used by modern organizations.  
**CO2** – Apply their knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks.  
**CO3** – Make informed judgments on the use of derivative instruments.  
**CO4** – Identify and assess the impact of seminal developments in the literature on derivatives.  
**CO5** – Evaluate, synthesis and communicate the ethical implications of financial risk management policies and practices to an intended audience.

### **INTRODUCTION TO DERIVATIVES**

Unit 1: Development and Growth of Derivative Markets – Types of Derivatives – Uses of Derivatives.

### **FINANCIAL AND DERIVATIVES MARKETS**

Unit 2: Fundamental linkages between Spot & Derivative Markets – Role of Derivatives Market – Uses & Misuses of Derivatives.

### **FUTURE AND FORWARD MARKETS**

Unit 3: Structure of Forward and Future Markets – Mechanics of Future Markets – Hedging Strategies – Using Futures.

### **OPTIONS**

Unit 4: Distinguish between Options and Futures - Structure of Options Market – Principles of Option Pricing – Option Pricing Models: The Binomial Model, The Black-Scholes Merton Model.

### **SWAPS**

Unit 5: Concept and Nature – Evolution of Swap Market – Features of Swaps – Types of Swaps; Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps – Credit Risk in Swaps - Using Swaps to Manage Risk – Pricing and Valuing Swaps.

- Text Books:
1. Financial Derivatives, Mishra: Excel, 2009.
  2. Options, Futures and Other Derivatives, John C Hull: 7th Edition, Pearson Education, 2009
  3. Derivatives Valuation and Risk Management, David A. Dubofsky, Thomas W Muller, TR: Oxford, 2008
  4. Risk Management Insurance and Derivatives, G. Koteswar: Himalaya, 2008.
- Reference Books:
1. Risk Management & Derivatives, Stulz, Cengage, 2009
  2. Derivatives and Risk Management, Jayanth Rama Varma: TMH, 2008.
  3. Financial Derivatives, Gupta, 1st Edition, PHI, 2008
  4. Fundamentals of Futures and Options Market, John C Hull: Pearson Education, 2008.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO4
	CO2	PO1, PO3
	CO3	PO1
	CO4	PO6, PO7
	CO5	PO1, PO8

## SEMESTER – IV

Course Code: 9P1A44C ELECTIVE – VI  
Course Name: **INTEGRATED MARKETING COMMUNICATIONS**

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. To understand the importance of integrated marketing communications (IMC) and the role of advertising agencies.
2. To learn to set IMC campaign objectives and budgets.
3. To understand various issues in designing message, creative and media strategies of IMC programs.
4. To understand the role of sales promotions and other marketing tools in IMC programs.
5. To learn to measure IMC campaign effectiveness using number of testing methods.

Course Outcomes:

**CO1** – Appreciate the role of IMC in the marketing function.  
**CO2** – Establish objectives for IMC campaigns and allocate promotional budgets.  
**CO3** – Design creative and media strategies for an IMC campaign.  
**CO4** – Design successful IMC programs using other promotional mix elements.  
**CO5** – Test the effectiveness of IMC campaigns using various measurement methods.

### **INTRODUCTION TO IMC**

Unit 1: Definition, Evolution and Importance of IMC – Tools for IMC – Role of Advertising in a Developing Economy – Participants in IMC Process – Advertising Agency; In-House Versus External Advertising Agencies, Types of Ad Agencies, Choosing an Agency.

### **IMC OBJECTIVES AND BUDGETING**

Unit 2: Marketing vs Communications Objectives – Sales vs Communications Objectives – DAGMAR Approach to Setting Objectives – Establishing the Promotional Budget – Budgeting Approaches.

### **MESSAGE, CREATIVE AND MEDIA STRATEGIES**

Unit 3: Message Strategies – Creative Brief – Unique Selling Proposition – Types of Advertising Appeals – Guidelines for Evaluating Creative Output – Advertising Terminology – Developing and Implementing Media Strategies.

### **SALES PROMOTIONS AND OTHER MEDIA**

Unit 4: Sales Promotions; Consumer and Trade Promotions, Coordination with IMC – Publicity and Public Relations; Advantages and Disadvantages – The Role of Direct Marketing in the IMC Program – IMC Using Social and Other Media-Web 2.0

### **IMC EFFECTIVENESS MEASUREMENT**

Unit 5: IMC Campaign Testing Process; Concept Testing, Rough Art, Copy, and Commercial Testing, Pretesting of Finished Ads and Post-testing of Ads – Essentials of Effective Testing.

- Text Books:
1. Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, 3/e, Pearson, 2008.
  2. Integrated Advertising, Promotion and Marketing Communications, Kruti Shah, Alon D'Souza, TMH, 2009
  3. Advertising and Promotion – An Integrated Marketing Communication Approach, Shimp, Cengage, 2007.
  4. Advertising, Sales and Promotion Management, S.A. Chunawalla, Himalaya, 2009.

- Reference Books:
1. Advertising & Sales Promotion, SHH Kazmi, Satish Batra, 3/e, Excel2009.
  2. Advertising Management with Integrated Brand Promotion, O'Guinn. Allen, Semenik, Cengage,2009.
  3. Advertising Management, Jethwaney, Jain, Oxford, 2009.
  4. Contemporary Advertising, Arens, 10/e, TMH, 2009.

Assessment Mode:

I Mid Examination – 40 Marks (Unit 1 & 2)  
 II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
 Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO5, PO6
	CO2	PO2, PO3
	CO3	PO2, PO7
	CO4	PO4, PO5, PO8
	CO5	PO1, PO2, PO5

## SEMESTER – IV

Course Code: 9P1A44D ELECTIVE – VI  
Course Name: DATA COMMUNICATION AND NETWORK ANALYSIS

Course Credits & Hours per Week: Credits: 4 –  
Theory: 4 Hrs –  
Practical: Nil –

Course Objectives:

1. Build an understanding of the fundamental concepts of computer networking.
2. Familiarize the student with the basic taxonomy and terminology of the computer networking area.
3. Introduce the student to advanced networking concepts, preparing the student for entry Advanced courses in computer networking.

Course Outcomes:

**CO1** – Independently understand basic computer network technology.  
**CO2** – Understand and explain Data Communications System and its components.  
**CO3** – Identify the different types of network topologies and protocols.

### INTRODUCTION

Unit 1: General Structure of Networks – ISO, OSI Reference Model – Hierarchical Network – Connectivity Analysis – Delay Analysis – Local Access Network Design, Transmission and Multiplexing – Digital Transmission – Circuit Switching and Packet Switching – Terminal Handling – Error Correction and Error Correcting Codes.

### DATA LINK LAYER

Unit 2: Data Link Layer Design Issues – Framing – Error Control and Flow Control – Error Detection and Correction – Elementary Data Link Protocols – Sliding Window Protocols

### NETWORK LAYER

Unit 3: Network Layer Design Issues, - Routing Algorithms; Optimality Principle, Shortest Path Routing, Flooding, Distance Vector Routing, Link State Routing, Hierarchical Routing, Broadcasting Routing and Congestion Control Algorithms.

### TRANSPORTATION LAYER AND SESSION LAYER

Unit 4: Transport Service – Addressing and Connection Establishment – Flow Control and Buffering – Synchronization – Crash Recovery Gateway – Internet Work Fragmentation – Session Layer.

### PRESENTATION LAYER

Unit 5: Network Security and Privacy – Data Encryption – Key Distribution Authentication and Digital Signatures – Virtual Terminal Protocols – File Transfer Protocols.

Text Books:

1. Data Communication and Computer Networks, Duck & Read, 2/e, Pearson, 2009.
2. Understanding Data Communications and Networks, William A. Shay, Vikas.
3. Data Communication and Net Working, Behrouz A. Forouzan, TMH, 2009.

Reference Books: 1. Data Networks, Bertsekas & Gallages, PHI  
2. Computer Communications and Networking Technologies, Michael A. Gallo, Cengage, 2009.

Assessment Mode: I Mid Examination – 40 Marks (Unit 1 & 2)  
II Mid Examination – 40 Marks (Unit 3, 4 & 5)  
80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  
Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO5, PO6
	CO2	PO3, PO6
	CO3	PO4, PO7



## SEMESTER – IV

Course Code: 9P1A45 ELECTIVE – VI  
Course Name: **COMPREHENSIVE PROJECT WORK**

Course Credits & Hours per Week: Credits: 6 –  
Theory: Nil –  
Practical: Nil –

Course Objectives: 1. To make the students familiar to apply the knowledge gained from the theoretical subjects in the entire course

Course Outcomes: **CO1** – Will be able to apply the various concepts in real time scenarios.

Students are required to take up a project work, in which the student can choose any specific problem of industry or industry-based project work. Alternatively, it can be secondary source based or field-based project work. Before the commencement of the project work, each student is required to submit a synopsis indicating the objectives, methodology and frame work for analysis. The project should have an internal faculty has guide. The student can initiate the project work in the penultimate semester of the course

Assessment Mode: Departmental Committee Seminar I & II – 20 Marks  
Supervisor Internal Evaluation – 20 Marks  
Project evaluation and viva-voce examination – 60 Marks.  
He/she should secure a minimum of 50% marks.

Mapping with POs and PSOs:	CO1	PO1, PO2, PO4, PO6, PO8
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