

**AVANTHI INSTITUTE OF ENGINEERING AND TECHNOLOGY**  
**(Autonomous)**

(Approved by A.I.C.T.E., New Delhi & Permanently Affiliated to JNTU-GV, Vizianagaram)

NAAC Accredited with A+ grade

Tamaram (V), Makavarapalem, Narsipatnam (RD), Anakapalle Dist, Pin-531113.

**DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION**

**ACADEMIC REGULATIONS**  
**COURSE STRUCTURE AND SYLLABUS**  
**for**  
**PG-R24**

**MASTER OF BUSINESS ADMINISTRATION**

*(Applicable for batches admitted from 2024-2025)*



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### **Academic Regulations (R24) for MASTER OF BUSINESS ADMINISTRATION**

(Applicable for the students of MBA from the Academic Year 2024-2025 onwards)

#### **1. Duration of the Program**

The duration of the program is two academic years consisting of four semesters. However, a student is permitted to complete the course work of MBA program in the stipulated time frame of FOUR years from the date of joining.

#### **2. Minimum Instruction Days**

Each semester consists of a minimum of 90 (Ninety) instruction days.

#### **3. Program Credits**

MBA program is designed to have a total of 104 credits and the student shall have to complete the two-year course work and earn all 104 credits for the award of MBA Degree.

#### **4. Attendance Regulations**

- a) A student shall be eligible to write the examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects/courses with minimum 50% in all the courses.
- b) Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee. However, this condonation concession is applicable only to any one semester during entire programme.
- c) Shortage of Attendance below 65% in aggregate shall not be condoned and not eligible to write their end semester examination of that class.
- d) Students whose shortage of attendance is not condoned in any semester are not eligible to write their end semester examination of that class.
- e) A prescribed fee of Rs.1000/- shall be payable towards condonation of shortage of attendance.
- f) A student shall not be promoted to the next semester unless; he satisfies the attendance requirement of the present semester, as applicable. They may seek re-admission into

that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for re-admission into the same class.

### 5. Examinations and Scheme of Evaluation

The distribution of marks for internal and external examinations shall be evaluated subject wise as follows:

S. No	Component	Internal	External	Total
1.	Theory	25	75	100
2.	Project	--	100	100
3.	Laboratory	20	30	50
4.	Comprehensive Viva-voce	--	50	50

#### a) Internal Assessment

- i) 25 marks for internal assessment, 10 marks are for seminar/presentation and 15 marks are based on **average** of two mid- term examinations.
- ii) 10 marks for presentation (5marks are for report content and 5 marks are for presentation).
- iii) Each mid-term examination is conducted for 15 marks with one and half hours (90 mins) duration. Each mid-term examination consists of three questions, each for 5 marks. All questions need to be answered.
- iv) The final marks are the sum of average of two mid-term examinations for 15 marks and 10 marks for presentation.

#### b) External Assessment

The semester end examination shall be conducted for a duration of three hours with 5 questions and one case study which is compulsory. All questions are to be answered and each question has “**either or**” option except case study. All 5 questions carry 12 marks each and case study carries 15 marks, total becomes 75 marks.

#### c) Laboratory Course

- i) For practical subjects distribution shall be 20 marks for internal evaluation and 30 marks for the end semester examinations. There shall be continuous evaluation by the internal subject teacher during the semester for 20 internal marks. Out of 20 marks for internal, 10 marks shall be for day-to-day performance (5 marks for day-to-day evaluation and 5 marks for Record) and 10marks shall be evaluated by conducting an internal test conducted at the end of semester.

- ii) End semester laboratory examination shall be conducted for 30 marks with two examiners, one of them being the Laboratory Class Teacher and second examiner shall be appointed by the institute. The total 30 marks are divided as 5 marks for procedure, 15 marks for experimentation and 5 marks each for results and Viva-Voce.

**d) Comprehensive Viva-Voce**

Comprehensive Viva-Voce examination is conducted in all the subjects of four semester course for 50 marks at the end of fourth semester by a committee consisting of an external examiner appointed by institute, senior faculty member of the department and HOD. There are no internal marks for this course. A student shall secure minimum 50% of marks for successful completion. In case, if a student fails, he/she shall reappear as and when semester supplementary examinations are conducted by the institute.

**e) Project Work (Industrial Project based on Summer Internship)**

- i) Project Work (Industrial Project based on Summer Internship) shall be completed in collaboration with an industry. Student shall pursue project work in the industry during summer vacation after completion of first year. The student shall register for the course as per course structure after commencement of academic year. The students shall take up this course under the guidance of a supervisor from concerned department. The supervisor shall maintain attendance of course for the students allotted. Attendance requirements are as per the norms of institute. After completion, students shall submit a technical report and presented before committee at the end of III semester. A certificate from industry shall be included in the report. Student needs to submit plagiarism report (not exceeding 30% similarity) along with the guide certificate in the final project report.
- ii) Each student shall give one internal seminar (pre-talk) on the topic of his/her project as a prerequisite for submission of the final project report.
- iii) It shall be evaluated for 100 external marks at the end of semester. Out of 100 marks, 50 marks shall be awarded for dissertation and 50 marks for project Viva-Voce. Project is evaluated by Board of Evaluators (BOE), consisting of external examiner appointed/nominated by the institute, internal project guide and Head of the Department.
- iv) A student shall secure minimum 50% of marks for successful completion. In case, if a student fails, he/she shall reappear as and when semester supplementary examinations are conducted by the institute.

- f) The MOOCs course in I semester shall be registered and pass through SWAYAM/NPTEL only. The grade obtained in the MOOCs course will be printed on the grade sheet/transcript. In case the student fails in the MOOCs course, he/she shall register the same or another course through MOOCs in the same domain and pass.

#### **6. Eligibility to award MBA degree**

A student will be declared eligible for the award of the MBA Degree, if he fulfills the following academic regulations.

- a) Pursued a course of study for not less than two academic years and not more than four academic years.
- b) Registered for **104** credits and secured **104** credits.
- c) Students, who fail to complete their two years course of study within four years or fail to acquire the **104** credits for the award of the degree within four academic years from year of admission, shall **forfeit** their seat in MBA course and their admission shall stand cancelled.

#### **7. Course Pattern**

- a) The entire course of study is for two academic years (four semesters); all the years are in semester pattern.
- b) A student eligible to appear for the end semester examination in a subject, but absent from it or has failed in the end semester examination, may write the exam in that subject as and when the institute conducts next.
- c) When a student has shortage of attendance, he/she may be re-admitted into the same semester/year in which he has been detained. However, the academic regulations under which he was first admitted shall continue to be applicable to him/her.

#### **8. Criteria for passing a course and award of grades**

##### **a. Criteria for passing a course**

- i. A candidate shall be declared to have passed in individual theory/ laboratory / project course if he secures a minimum of 50% aggregate marks (internal & semester end examination marks put together), subject to a minimum of 40% marks in the semester end examination.
- ii. A candidate shall be declared to have passed in comprehensive viva- voce, if he secures a minimum of 50% marks.

- iii. In case the candidate does not secure the minimum academic requirement in any subject (as specified in (i) & (ii) above) he/she has to re-appear for the end semester examination in that subject. A candidate shall be given **one** chance to re-register for each subject provided the internal marks secured by a candidate **are less than 50% and has failed in the end examination**. In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the end examination in those subject(s). In the event of the student taking another chance, his internal marks and end examination marks obtained in the previous attempt shall **stands cancelled**. For re-registration the candidates have to apply to the college by paying the requisite fees and get approval from institute before start of semester in which reregistration is sought.

**b. Award of grades:**

As measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades and corresponding percentage of marks shall be followed: After each course is evaluated for 100 marks, the marks obtained in each course will be converted to a corresponding letter grade as given below, depending on the range in which the marks obtained by the student fall.

**Structure of Grading of Academic Performance**

Marks Range Theory/ Project (Max – 100)	Marks range Comprehensive Viva Voice/ Laboratory (Max – 50)	Letter Grade	Level	Grade Point
$\geq 90$	$\geq 45$	S	Superior	10
$\geq 80$ to $< 90$	$\geq 40$ to $< 45$	A	Excellent	9
$\geq 70$ to $< 80$	$\geq 35$ to $< 40$	B	Very Good	8
$\geq 60$ to $< 70$	$\geq 30$ to $< 35$	C	Good	7
$\geq 50$ to $< 60$	$\geq 25$ to $< 30$	D	Average	6
$< 50$	$< 25$	F	Fail	0
		AB	Absent	0

- i) A student obtaining Grade “F” or Grade “Ab” in a subject shall be considered failed and will be required to reappear for that subject when it is offered the next supplementary examination.

- ii) For non-credit audit courses, “Satisfactory” or “Unsatisfactory” shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA/Percentage.

### 9. Computation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

**SGPA:** The Semester Grade Point Average (SGPA) is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses under gone by a student, i.e.,

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

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

**CGPA:** The Cumulative Grade Point Average (CGPA) will be computed in the same manner considering all the courses under gone by a student over all the semesters of a program, i.e.

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

Where “ $S_i$ ” is the SGPA of the  $i^{\text{th}}$  semester and  $C_i$  is the total number of credits up to that semester.

Both SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

As per AICTE regulations, conversion of CGPA into equivalent percentage as follows:

$$\text{Equivalent Percentage} = (\text{CGPA} - 0.75) \times 10$$

While computing the SGPA the subjects in whom the student is awarded Zero grade points will also be included.

**Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale. Letter

**Grade:** It is an index of the performance of students in a said course. Grades are denoted by the letters S, A, B, C, D and F.

### 10. Award of Class

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree he shall be placed in one of the following four classes:

Class Awarded	CGPA to be secured	Remarks
First Class with Distinction	$\geq 7.75$ (Without any supplementary appearance)	From the CGPA secured from 104 Credits
First Class	$\geq 7.75$ (With any supplementary appearance) $\geq 6.75$ & $< 7.75$ (Without any supplementary appearance)	
Second Class	$\geq 6.75$ and $< 7.75$ (With any supplementary appearance) $\geq 6.0$ to $< 6.75$ (Without any supplementary appearance)	
Pass Class	$\geq 6.0$ to $< 6.75$ (With any supplementary appearance)	

**11. With-holding of Results**

If the student is involved in indiscipline/malpractices/court cases, the result of the student will be withheld.

**12. a) Supplementary Examinations**

- i) Supplementary examinations will be conducted twice in a year at the end of odd and even semesters as per the Institute norms & Regulations.
- ii) Semester end supplementary examinations shall be conducted till next regulation comes into force for that semester after the conduct of the last set of regular examinations under the present regulation.
- iii) Thereafter, supplementary examinations will be conducted in the equivalent courses as decided by the Board of Studies concerned.

**b) Advanced Supplementary Examinations:**

Candidates failed in theory/comprehensive Viva-Voce/project work courses in 4<sup>th</sup> semester can appear for advanced supplementary examinations conducted the Institute as per the norms & regulations.

**13. Revaluation and Recounting**

Recounting of Marks in the End Semester Examination: A student can request for recounting of his/her answer book on payment of a prescribed fee as per institute norms.

Revaluation or Revaluation by Challenge of the End Semester Examination: A student can request for Revaluation or Revaluation by Challenge of his/her answer book on payment of a prescribed fee as per institute norms.

**14. Malpractices in Examinations:** Disciplinary action shall be taken in case of malpractices during mid/end examinations as per rules framed by Institute.

**15. Transitory Regulations (R24)**

- a) Discontinued or detained candidates are eligible for re-admission as and when next offered as per institute norms.
- b) The re-admitted candidate will be governed by the rules & regulations under which the candidate has been admitted.
- c) In case of transferred students from other Universities, credits shall be transferred to JNTUK as per academic regulations and course structure of JNTU-GV.
- d) The students seeking transfer to colleges affiliated to JNTU-GV from other universities/institutions have to obtain the credits of any equivalent subjects as prescribed by JNTU-GV. In addition, the transferred candidates have to pass the failed subjects at the earlier institute/institute, with already obtained internal/sessional marks, to be conducted by JNTU-GV.



**16. GENERAL**

- a) Where ever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.
- b) The academic regulation should be read as a whole for the purpose of any interpretation.
- c) In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal / Dean-Academics of the institution is final.
- d) The Institute may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the Institute.

**MALPRACTICES RULES**

***DISCIPLINARY ACTION FOR MALPRACTICES/IMPROPER CONDUCT IN  
EXAMINATIONS***

<b>S.No</b>	<b>Nature of Malpractices / Improper conduct</b>	<b>Punishment</b>
	If the candidate:	
1	<p>(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)</p> <p>(b) Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.</p>	<p>Expulsion from the examination hall and cancellation of the 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.</p>

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 candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all External examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.

4	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the 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 External examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	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.	Cancellation of the performance in that subject.
6	Refuses to obey the orders of the Chief Superintendent/Assistant-Superintendent/ any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.

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 External 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 the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9	If 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 clause 6 to 8.	<p>Student of the college's 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 the subjects of that semester/year. The candidate is also debarred and forfeits the seat.</p> <p>Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.</p>

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 the subjects 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 and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Institute for further action to award suitable punishment	

**Malpractices identified by squad or special invigilators**

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
  - (i) A show cause notice shall be issued to the college.
  - (ii) Impose a suitable fine on the college.
  - (iii) Shifting the examination center from the college to another college for a specific period of not less than one year.

**(Dr. R Prasad Rao)**  
Dean (Academics) &  
Member Secretary (AC)

**(Dr.C P V N J Mohan Rao)**  
Chairman  
Academic Council



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## DEPARTMENT OF M B A

### Course Structure

**Program -M B A**

**Regulation: R24**

### I Year I-Semester- Course Structure

S.No.	Course Code	Category	Course Name	M	Hours per Week			Credits
					L	T	P	
1	24E00PC01	PC	Management and Organizational Behavior	100	4	0	0	4
2	24E00PC02	PC	Managerial Economics	100	4	0	0	4
3	24E00PC03	PC	Accounting for Managers	100	4	0	0	4
4	24E00MC01	MC	Quantitative Analysis for Business Decisions	100	4	0	0	4
5	24E00PC04	PC	Legal and Business Environment	100	4	0	0	4
6	24E00HS01	HS	Business Communication and Soft skills	100	4	0	0	4
7	24E00MC02	MC	Rural Innovation projects	100	4	0	0	4
8	24E00TC01	TC	Information Technology – Lab1(Spreadsheet and Tally)	50	0	0	2	2
9	24E00HS02	HS	Business Communication and Soft skills Lab	50	0	0	2	2
Total					<b>28</b>	<b>0</b>	<b>4</b>	<b>32</b>

Category	Courses	Credits
PC-Program Core Course	4	16
MC-Mandatory Course	2	8
HS- Humanities, Management and Social Sciences	2	6
TC-Technical Oriented Course	1	2
<b>Total</b>	<b>9</b>	<b>32</b>

**DEPARTMENT OF M B A****Course Structure****Program -M B A****Regulation: R24****I Year II-Semester- Course Structure**

S.No.	Course Code	Category	Course Name	M	Hours per Week			Credits
					L	T	P	
1	24E00PC05	PC	Financial Management	100	4	0	0	4
2	24E00PC06	PC	Human Resource Management	100	4	0	0	4
3	24E00PC07	PC	Marketing Management	100	4	0	0	4
4	24E00PC08	PC	Operations Management	100	4	0	0	4
5	24E00MC03	MC	Business Research Methods	100	4	0	0	4
6	24E00PC09	PC	Project Management	100	4	0	0	4
7	24E00TC02	TC	IT-lab 2 (Programming R)	50	0	0	2	2
<b>Total</b>					<b>24</b>	<b>0</b>	<b>2</b>	<b>26</b>

Category	Courses	Credits
PC-Program Core Course	5	20
MC-Mandatory Course	1	4
TC-Technical Oriented Course	1	2
<b>Total</b>	<b>7</b>	<b>26</b>

## MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Course Title: <b>MANAGEMENT AND ORGANIZATIONAL BEHAVIOR</b>	<b>I Year- I Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00PC01</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

The course is to give a basic perspective of Management. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behaviour.

### COURSE OBJECTIVES:

- To give a basic perspective of Management.
- This will form foundation to study other functional areas of management
- To provide the students with the conceptual framework and the theories
- To understand Organizational Behavior.

CO#	Course Outcomes
CO1	Identify various basic perspective of management.
CO2	Understand the human interactions in an organization.
CO3	Understand the theories underlying Organizational Behavior.
CO4	Understand Motivation and Job Performance.
CO5	Outline Organizational conflict.

## SYLLABUS

### UNIT- I

**Definition, Nature, Functions and Importance of Management** – Evolution of Management thought – Scientific management, administrative management, - Levels of Management - Managerial Skills – Qualities of manager – Professional Management- System approach.

**COs-CO1**

### UNIT- II

**Planning – Steps in Planning Process** – importance and Limitations – Types of Plans - Characteristics of a sound Plan – Forecasting- Forecasting techniques- Process of Decision-making- Characteristics of effective decision- Management By Objectives (MBO) - Social Responsibilities of Business

**COs-CO2**



**UNIT- III**

**Organizing** – Principles of organizing – Organization Structure and Design – Types of power- Delegation of Authority and factors affecting delegation – Span of control – Decentralization– Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques.

**COs-CO3****UNIT- IV**

**Organizational behavior:** Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

**COs-CO4****UNIT- V**

**Motivation and Job Performance** – Content and process Theories of Motivation - Leadership- Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window-Transactional Analysis.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Kumar, Rao, Chhaalill “Introduction to Management Science” Cengage Publications, New Delhi
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, Principles of Management, University Science Press, 2013.
6. K.Aswathappa “ Organisational Behaviour-Text, Cases and Games”, Himalaya Publishing House, New Delhi,2008.
7. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: “Organisational Behaviour”, TMH Education, New Delhi,2008.

## MANAGERIAL ECONOMICS

Course Title: <b>MANAGERIAL ECONOMICS</b>	<b>I Year- I Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00PC02</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

This subject seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenge.

### COURSE OBJECTIVES:

- To equip the students with the analytical tools of Economics.
- To apply the analytical tools of Economics to rational managerial decision-making.
- To familiarize cost and pricing concepts.
- To develop economic way of thinking in dealing with practical business problems and challenge.

CO#	Course Outcomes
CO1	Develop an understanding of the applications of managerial economics
CO2	Understand Demand Analysis and Forecasting
CO3	Knowledge about Cost and Production Analysis
CO4	Identify basic knowledge about Macro Economic factors of the Nation
CO5	Understands the concept of business cycle

## SYLLABUS

### UNIT- I

Introduction to Managerial Economics: Nature and Scope-Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Concept, -Theory of Firm. **COs-CO1**

### UNIT- II

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products. **COs-CO2**

### **UNIT- III**

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants-Cobb- Douglas and CES Production function. **COs-CO3**

### **UNIT- IV**

Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics- Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma. **COs-CO4**

### **UNIT- V**

Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation and Deflation: Inflation-Meaning and Kinds, Types, Causes and measurement of inflation Measures to Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **References:**

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House
2. H.Craig Peterson, W.Cris Lewis, Managerial Economics, Pearson, 2005.
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI, 2001.
5. K .K Dawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
7. Rangarajan and Dholkia, Macroeconomics, TMH.

## ACCOUNTING FOR MANAGERS

Course Title: <b>ACCOUNTING FOR MANAGERS</b>	<b>I Year- I Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00PC03</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

This course is to acquaint the students regarding various accounting concepts and its application in managerial decision making.

### COURSE OBJECTIVES:

1. To acquaint the students regarding various accounting concepts.
2. To be familiar in application in managerial decision making.
3. To acquire knowledge on various management accounting concepts.
4. To evaluate the cost behaviour of the enterprise.

CO#	Course Outcomes
CO1	Identify the basic knowledge about to prepare the Accounts
CO2	Discuss how to analyze the financial statements
CO3	Implement the cost accounting Concepts
CO4	Examine the application of management account concepts
CO5	Calculate the application of standard, variance and marginal costing.

## SYLLABUS

### UNIT- I

Financial Accounting- concept, Importance and scope, accounting principles, accounting cycle, journal ledger-Depreciation Methods- trial balance, Preparation of final accounts with adjustments.

**COs-CO1**

### UNIT- II

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis.

**COs-CO2**

### UNIT- III

Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method, an elementary knowledge of activity-based costing.

**COs-CO3**

#### **UNIT- IV**

Management accounting – concept, need, importance and scope; budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation. **COs-CO4**

#### **UNIT- V**

Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerial decision-making, Break-Even Analysis. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **References:**

1. MAHESWARI AND MAHESWARI" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngen, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Hansen & Mowen, Cost Management, Thomson Learning.
5. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, New Delhi.
6. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.
7. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.

**QUALITATIVE ANALYSIS FOR BUSINESS DECISION**

Course Title: <b>QUALITATIVE ANALYSIS FOR BUSINESS DECISION</b>	<b>I Year- I Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00MC01</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

**COURSE OVERVIEW**

Students would be able to acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations.

**COURSE OBJECTIVES:**

- To acquire an understanding of descriptive statistical tools.
- To be familiar in application in managerial decision making using statistical analysis.
- To apply these tools to real life.

<b>CO#</b>	<b>Course Outcomes</b>
<b>CO1</b>	Understanding of descriptive statistical tools
<b>CO2</b>	Knowledge to apply Decision Theory
<b>CO3</b>	Apply the quantitative methods for business decision making.
<b>CO4</b>	Investigate the mathematical models of real decision-making problems including the use of modeling tools.
<b>CO5</b>	Investigate the concept of tests and analysis of variance.

**SYLLABUS****UNIT- I**

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices.

**COs-CO1****UNIT- II**

Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

**COs-CO2**

**UNIT- III**

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision-making process, Decision making with an active opponent.

**COs-CO3****UNIT- IV**

Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis – One Sample Test for Testing Mean and Proportion of Large and Small Samples.

**COs-CO4****UNIT- V**

Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi- square Test of Independence and Goodness of Fitness- Analysis of Variance.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. N.D.Vohra: “Quantitative Techniques in Management”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. Gupta S.P: “Statistical Methods”, S. Chand and Sons, New Delhi.
3. Anand Sharma: “Quantitative Techniques for Business decision Making”, Himalaya Publishers, New Delhi, 2012.
4. D P Apte: “Operation Research and Quantitative Techniques”, Excel Publication, New Delhi, 2013.
5. Hamdy, A.Taha: “Operations Research: An Introduction”, Prentice-Hall of India, New Delhi 2003.
6. Anderson: “Quantitative Methods for Business”, Cengage Learning, New Delhi 2013.
7. Sancheti, Dc & VK Kapoor, “Business Mathematics”, S Chand and Sons, New Delhi.

**LEGAL AND BUSINESS ENVIRONMENT**

Course Title: <b>LEGAL AND BUSINESS ENVIRONMENT</b>	<b>I Year- I Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00PC04</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

**COURSE OVERVIEW**

To explain students with the issues of Indian business environment in which business has to operate, to relate the impact of environment on business in an integrated manner, and to give an exposure to important commercial and industrial laws.

**COURSE OBJECTIVES:**

1. To acquaint students with the issues of Indian business environment in which business has to operate.
2. To relate the impact of environment on business in an integrated manner.
3. To give an exposure to important commercial and industrial laws.

<b>CO#</b>	<b>Course Outcomes</b>
<b>CO1</b>	Understand concept of business environment in which business has to operates.
<b>CO2</b>	Predict the impact of environment on business in an integrated manner
<b>CO3</b>	Exposure to important commercial and industrial laws
<b>CO4</b>	Understand the Information technology Act and Cyber frauds
<b>CO5</b>	Understand the foreign Exchange Management.

**SYLLABUS****UNIT- I**

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

**COs-CO1****UNIT- II**

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems- Relative merits and demerits of each systems-Economic Policies- Monetary-Fiscal- Industrial policies since independence and their significance – regulatory and promotional framework. Structure of Indian Economy- Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

**COs-CO2**



### **UNIT- III**

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881.

**COs-CO3**

### **UNIT- IV**

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital Signature-Cyber Frauds.

**COs-CO4**

### **UNIT- V**

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **References:**

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. K.Asathappa, Essentials of Business Environment, Himalaya Publishers.
3. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers 4.
4. N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.
5. Chaula and Garg, Mercantile Law, Kalyani Publishers.

## BUSINESS COMMUNICATION AND SOFT SKILLS

Course Title: <b>BUSINESS COMMUNICATION AND SOFT SKILLS</b>	<b>I Year- I Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00HS01</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

To explain the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform them as effective communicators.

### COURSE OBJECTIVES:

- To acquaint the students with fundamentals of communication.
- To impart knowledge how to help them honing oral, written and non-verbal communication skills.
- To transform them as effective communicators.

CO#	Course Outcomes
<b>CO1</b>	Understand fundamentals of Communication.
<b>CO2</b>	Compare the oral, written and non-verbal communication skills
<b>CO3</b>	Understand body language aspects
<b>CO4</b>	Enhance the written communication skills
<b>CO5</b>	Improved in Presentation skills

## SYLLABUS

### UNIT- I

**Purpose and process of communication:** Objectives of Communication-Process of Communication- Types of communication; noise, listening skills, Types of listening, essentials of good listening and tips.

**LAB: LISTENING AND SPEAKING SKILLS-** Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).

**COs – CO1**

### UNIT- II

**Managing Organizational Communication:** Formal and Informal Communication- Interpersonal and Intrapersonal communication- Role of Emotion in Interpersonal Communication- Barriers to Interpersonal Communication- Exchange Theory-Gateways for Effective Interpersonal Communication.

**LAB:** Choosing the organization – goal setting - time management — leadership traits – team work – communicating across teams- designing career and life planning.

**COs – CO2**

### **UNIT- III**

**Nonverbal communication and Body Language:** Kinesics, Proxemics, Paralanguage, Haptics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures.

**LAB:** Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

**COs – CO3**

### **UNIT- IV**

**Written communication:** mechanics of writing, report writing- business correspondence- business letter format- Meetings and managing meetings- Resume writing-Formats and Skills.

**LAB:** Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

**COs – CO4**

### **UNIT- V**

**Presentation skills:** prerequisites of effective presentation, format of presentation; Assertiveness –strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques.

**LAB:** Designing presentations and enhancing presentation skills.

**COs – CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **References:**

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: “*Business Communication*”, Oxford University Press, NewDelhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das” “*Business Communication*”, PHIPrivate Limited, New Delhi, 2009.
7. R.K.Madhukar: “Business Communication”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:“Business and Professional Communication”, SAGE,New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: “Business Communication”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “Business Communication Skills”, Everest Publishing House, New Delhi,2011.

## RURAL INNOVATION PROJECTS

Course Title: <b>RURAL INNOVATION PROJECTS</b>	<b>I Year- I Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00MC02</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

The students understand various natural resources and their importance in rural development.

### OBJECTIVES:

- To make the students understand various natural resources
- To Impart Natural resources in Rural development
- To Review of Rural Development Programs in the area of agricultural sector.

CO#	Course Outcomes
CO1	Understand types of resources and importance of resources in rural development
CO2	Experience in Land Resources Development
CO3	Understand Human Resources Dimensions of Rural Development
CO4	Understand the Approaches of Rural Development in India
CO5	Review of Rural Development Programmes

## SYLLABUS

### UNIT-I

Definition and meaning of Resources, Types of Rural Resources, Natural and Manmade, Characteristics of Resources, Importance of different resources in Rural Development. Rural Governance and Administration in India- Pre & Post independence- Elements of Indian constitution Constitutional amendment to Panchayati Raj system- Development (Department) Administration in Rural India.

**COs-CO1**

### UNIT-II

Land Resources development experience: Classification of land based on utility, Soils – Structure and importance, Properties of Soil- Physical and Chemical, Soil Conservation- methods and importance. Status of Rural Development in the SAARC countries.

**COs-CO2**

**UNIT-III**

Human Resources Dimensions of Rural Development-Quantitative aspects of rural human resource (Gender & Age wide classification, Density, Issue in rural human resources- Scarcity, lack of skill, attitude, and social status). Food security and public distribution system-Rural Financial Sector –Sources of Rural Credit: Institutional and Non-Institutional - Service Delivery System in Rural areas, Rural Infrastructural Sector and Millennium Development Goals Housing in Rural Areas. **COs-CO3**

**UNIT-IV**

Approaches of Rural Development in India- institutional, technological, area and target group, participatory, individualistic. Rural Development Policies during different plan periods. Strategies of Rural Development – growth-oriented strategy, Welfare strategy, Responsive strategy, Holistic strategy, right-based strategy. PURA Model. **COs-CO4**

**UNIT-V**

Review of Rural Development Programmes in the area of agricultural sector – crop, non-crop, livestock, fishery, forestry. Review of Rural Development Programmes in area of Social Sectors – Health, Sanitation and Education. Project Planning and Management. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Publications India Pvt. Ltd., 2009.
2. Soil & Water Conservation & Watershed Management Hardcover – 2012, Singh PK Mahnot

**INFORMATION TECHNOLOGY –LAB 1 (Spreadsheet and Tally)**

Course Title: <b>INFORMATION TECHNOLOGY –LAB 1 (Spreadsheet and Tally)</b>	<b>I Year- I Semester</b>
Teaching Scheme (L : T: P) : 0 : 0 : 2	Course Code: <b>24E00TC01</b>
Type of Course: Practical	Credits: 2
Continuous Internal Evaluation: 20 Marks	Semester End Exam: 30 Marks
Pre requisites:	

**COURSE OBJECTIVES:**

- To Acquiring In-depth overview of MS Excel.
- To Understand Basic accounting concepts and Principles
- To know Basics of Tally ERP 9.
- To acquire Applications of Tally ERP 9 in the real-time.

<b>CO#</b>	<b>Course Outcomes</b>
<b>CO1</b>	In-depth overview of MS Excel.
<b>CO2</b>	Understand Basic accounting concepts and Principles
<b>CO3</b>	Basics of Tally ERP 9.
<b>CO4</b>	Setting up Account Heads in Tally ERP9
<b>CO5</b>	Preparation of Accounts with Tally

**SYLLABUS****UNIT- 1**

Introducing spreadsheet: Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data. Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; References between worksheets.

**COs-CO1****UNIT -II**

Ranges and functions: Creating named ranges; Using named ranges; Finding and inserting functions; Excel – Functions: what if, Conditional count, sum and average, Multiple criteria with count, sum and if. Time and date calculations.

**COs-CO2**

### **UNIT- III**

Basic of Accounting: Type of Accounts, Rules of Accounting, Principles of concepts and conventions, double entry system, book keeping Mode of Accounting, Financial Statements, Transaction, Recording Transactions. Getting the functional with Tally, Creation and setting up of company in Tally. **COs-CO3**

### **UNIT- IV**

Accounting Masters in Tally- Features- Configurations- Setting up Account Heads.

**COs-CO4**

### **UNIT- V**

Inventory in Tally- Stock – groups – Stock Categories - Godowns / Location Units of Measure - Stock Items - Creating Inventory Masters for National Traders **COs-CO5**

#### **Text Books**

1. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
2. Shelly, Cashman: “Microsoft copies 2007”, Cengage Learning, New Delhi. 2012
3. Satish Jain-BPB's Computer Course Windows 10 with MS Office 2016 (BPB)
4. Official Guide to Financial Accounting using Tally ERP 9 with GST, (BPB Publications)

#### **E-Books and Online Resources**

1. <https://sscstudy.com/tally-erp-9-book-pdf-free-download/>

**BUSINESS COMMUNICATION AND SOFT SKILLS LAB**

Course Title: <b>BUSINESS COMMUNICATION AND SOFT SKILLS LAB</b>	<b>I Year- I Semester</b>
Teaching Scheme (L : T: P) : 0 : 0 : 2	Course Code: <b>24E00HS02</b>
Type of Course: Practical	Credits: 2
Continuous Internal Evaluation: 20 Marks	Semester End Exam: 30 Marks
Pre requisites:	

**Course Objectives:**

- To acquaint the fundamentals of communication
- To Improve oral, writing and non-verbal communication skills
- To transform effective communicators

<b>CO#</b>	<b>Course Outcomes</b>
<b>CO1</b>	Progress in the listening and speaking skills
<b>CO2</b>	enhance organization communication skills
<b>CO3</b>	Understand the body language aspects
<b>CO4</b>	Improve job application and publication skills
<b>CO5</b>	Develop presentation skills

**UNIT: I**

**Listening and speaking skills-** Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class). **COs-CO1**

**Activities for Unit-1:**

- 1) Dos and Don'ts of Group Discussions.
- 2) Tell me about yourself.
- 3) Self SWOT Analysis
- 4) Analysis of Academic Video clip uploaded on the system for the student.
- 5) News Presentation- Current affairs.

**UNIT – II****Organizational Communication:**

Choosing the organization – goal setting - Time management — leadership traits – Team work – communicating across teams- designing career and life planning. **COs-CO2**

**Activities for Unit-II:**

- 1) Individual goal setting – process / SMART goals.
- 2) Designing a team activity to be conducted in the class.
- 3) Preparing a schedule plan for conducting an event (with proper time management).
- 4) Designing a self-career plan.
- 5) Prepare a time management chart for your daily schedule. (Prioritization)



**UNIT – III****Nonverbal communication and Body Language:**

Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

**COs-CO3****Activities for Unit-III:**

- 1) Maintaining the body language for interviews.
- 2) Presenting oneself to an interviewer.
- 3) Importance of kinesics in an interview.
- 4) Role plays on cross cultural communication.

**UNIT – IV****Written communication:**

Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

**COs-CO4****Activities for Unit-IV:**

- 1) Preparation of effective Resume.
- 2) Write dialogues for the following situation: Mr. A call a Hotel in Shimla to make a reservation for four people.
- 3) Write dialogues for the following situation: Mr.K gives direction to his friend how to reach the JNTUK University.
- 4) Write a covering letter for job application in TCS.
- 5) Write at least 5 E-mail etiquette.

**UNIT- V****Presentation skills:**

Designing presentations and enhancing presentation skills.

**COs-CO5****Activities for Unit-V:**

- 1) Prepare a PowerPoint presentation on presentation skills.
- 2) How to make an effective presentation.
- 3) Prepare and present a PPT on any topic given by the examiner.

**References:**

- 1) Mallika Nawal: —Business Communication, Cengage Learning, New Delhi, 2012.
- 2) Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
- 3) Meenakshi Rama: —*Business Communication*, Oxford University Press, New Delhi
- 4) C.S.G. Krishnama charyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai 5. Paul Turner: —*Organisational Communication*, JAICO Publishing House, New Delhi.
- 5) Sathya Swaroop Debasish, Bhagaban Dasl —*Business Communication*, PHI Private Limited, New Delhi, 2009.
- 6) R.K.Madhukar: —Business Communication, Vikas Publishing House, New Delhi, 2012.
- 7) Kelly M Quintanilla, Shawn T.Wahl:—Business and Professional Communication, SAGE, New Delhi, 2012.
- 8) Sangita Mehta, Neety Kaushish: —Business Communication, University Science Press, New Delhi, 2010.
- 9) Anjali Ghanekar: —Business Communication Skills, Everest Publishing House, New Delhi, 2011

## FINANCIAL MANAGEMENT

Course Title: <b>FINANCIAL MANAGEMENT</b>	<b>I Year- II Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00PC05</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

The Course is designed for the students to understand the Financial Management concepts and to identify, enrich and fulfill the needs of Financial Markets.

### COURSE OBJECTIVES:

- To understand the Role in Contemporary Scenario Financial Management.
- To understand the capital structure of business
- To know the investment decision of the business.
- To understand the working capital decisions of the business.

CO#	Course Outcomes
CO1	Discuss the concepts Financial Management
CO2	Apply measures of cost of capital and financial leverage to form long-term financial policies.
CO3	Calculate common investment criteria and project cash flows associated with corporate project evaluation
CO4	Describe the common factors influencing dividend policy
CO5	Enhance the concept of liquidity decision and cash management models.

## SYLLABUS

### UNIT- I

**Financial Management:** Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

COs – CO1

### UNIT- II

**Financing Decision:** Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

COs – CO2

### UNIT- III

**Investment Decision:** Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non-Discounting Methods.

COs – CO3

#### **UNIT- IV**

**Dividend Decision:** Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares – Stock Splits – Dividend policies of Indian Corporate. **COs – CO4**

#### **UNIT- V**

**Liquidity Decision:** Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables – Credit Policies – Inventory Management. **COs – CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **References:**

1. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
4. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: “**Financial Management**”, Himalaya Publishing House, New Delhi, 2013.
5. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4<sup>th</sup> edition.

## HUMAN RESOURCE MANAGEMENT

Course Title: <b>HUMAN RESOURCE MANAGEMENT</b>	<b>I Year- II Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00PC06</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

Prepare the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized, socialism environment.

### COURSE OBJECTIVES:

- To equip with basic concepts of Human Resource Management
- To aware various functions of HRM including Industrial Relations
- To Assess the Role and Position of HR Department.
- To Analyze Wage Determinants and Differentials

CO#	Course Outcomes
<b>CO1</b>	Understand the basic concepts of Human Resource Management
<b>CO2</b>	Understanding the concepts including recruitment and selection, HRP and Training and development
<b>CO3</b>	Integrate the importance of performance appraisal and compensation
<b>CO4</b>	Classify the basic Wage and Salary Administration policies
<b>CO5</b>	Identify the way of managing industrial relations.

## SYLLABUS

### UNIT- I

**HRM:** Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM –changing, global perspective challenges, environment – cross- cultural problems – emerging trends in HRM.

**COs – CO1**

### UNIT- II

**Investment perspectives of HRM:** HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques– Job design, evaluation and Analysis - Management development - HRD concepts.

**COs – CO2**

### UNIT- III

**Performance Appraisal:** Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation - Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments in detail - Incentive's rewards compensation mechanisms.

**COs – CO3**

#### **UNIT- IV**

**Wage and Salary Administration:** Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures. **COs – CO4**

#### **UNIT- V**

**Managing Industrial Relations:** Trade Unions - Employee Participation Schemes- Collective Bargaining– Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress. **COs – CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **References:**

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy: “Human Resource Management: Asouth-Asin Perspective”, Cengage Learning, New Delhi, 2013.
4. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, Mumbai, 2013.
5. MadhurimaLall, Sakina QasimZasidi: “Human Resource Management”, Excel Books, New Delhi, 2010.

## MARKETING MANAGEMENT

Course Title: <b>MARKETING MANAGEMENT</b>	<b>I Year- II Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00PC07</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

The Course is designed for the students to understand the Marketing concepts and to identify, enrich and fulfill the needs of customers and markets.

### COURSE OBJECTIVES:

- To Understand Fundamental Marketing Concepts
- To Design and Implement Effective Marketing Communications
- To Evaluate Distribution and Marketing Control Systems
- To Analyze and Develop Strategic Marketing Plan

CO#	Course Outcomes
CO1	Identify the basic Marketing concepts
CO2	Classify the Product and Pricing Aspects in market.
CO3	Examine about how to Control Distribution Organization
CO4	Complete knowledge about Market Segmentation
CO5	Classify the channel of distribution and marketing control

## SYLLABUS

### UNIT- I

**Introduction to Marketing:** Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment. **COs-CO1**

### UNIT- II

**Market Segmentation, Targeting and Positioning:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy. **COs-CO2**

### UNIT- III

**Product and Pricing Aspects:** Product – Product Mix - Product Life cycle -Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes. **COs-CO3**

#### **UNIT- IV**

**Marketing Communication:** Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force – Determining the Sales Force Size - Sales force Compensation. **COs-CO4**

#### **UNIT- V**

**Distribution, Marketing Organization and Control:** Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **References:**

1. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
4. Tapan K Panda: “**Marketing Management**”, Excel Books, New Delhi, 2012
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013

## OPERATIONS MANAGEMENT

Course Title: <b>OPERATIONS MANAGEMENT</b>	<b>I Year- II Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00PC08</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

This Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

### COURSE OBJECTIVES:

- To Understand the Fundamentals of Operations Management
- To Explore Recent Trends and Innovations
- To Understand and Implement Inventory and Supply Chain Management
- To Gain Expertise in Quality Management

CO#	Course Outcomes
<b>CO1</b>	Identify the strategic significance of Operation management
<b>CO2</b>	Examine the knowledge about Product design and Selection process
<b>CO3</b>	Understand the production planning and production strategies
<b>CO4</b>	Enriching the productivity factors and job design and process flow charts
<b>CO5</b>	Understands the maintenance of the quality and how to apply statistical quality control.

## SYLLABUS

### UNIT- I

**Introduction to Operations Management:** Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

**COs-CO1**

### UNIT- II

**Product Design & Process Selection:** Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

**COs-CO2**



### **UNIT- III**

**Forecasting & Capacity Planning:** Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management. **COs-CO3**

### **UNIT- IV**

**Productivity:** Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches. **COs-CO4**

### **UNIT- V**

**Quality Management:** Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL, LTPD, Alpha & Beta risk), Total Quality Management (TQM). **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **References:**

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy& Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

**BUSINESS RESEARCH METHODS**

Course Title: <b>BUSINESS RESEARCH METHODS</b>	<b>I Year- II Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00MC03</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

**COURSE OVERVIEW**

Developing the students in Research orientation and to acquaint them with fundamental of research methods.

**COURSE OBJECTIVES:**

- To Understand the Foundations of Research
- To Address Ethical Considerations in Research
- To Integrate Research Findings into Decision-Making

<b>CO#</b>	<b>Course Outcomes</b>
<b>CO1</b>	Discuss the fundamentals of research methods.
<b>CO2</b>	List out the methods and appropriate to research aims
<b>CO3</b>	Understand the limitations of particular research methods
<b>CO4</b>	Develop skills in qualitative and quantitative data analysis and presentation
<b>CO5</b>	Investigate advanced critical thinking skills

**SYLLABUS****UNIT- I**

**Introduction:** Nature and Importance of Research, the role of Business Research, aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business research- Defining Research Problem, Steps in Research process.

**COs-CO1****UNIT- II**

**Data Base:** Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

**COs-CO2**

**UNIT- III**

**Survey Research and data analysis:** Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires- Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report. **COs-CO3**

**UNIT- IV**

**Statistical Inference:** Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. **COs-CO4**

**UNIT- V**

**Multivariate Analysis:** Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
3. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7<sup>th</sup> Edition Himalaya Publications.
5. A Bhujanga rao , Research methodology, Excel Books, 2008.

## PROJECT MANAGEMENT

Course Title: <b>PROJECT MANAGEMENT</b>	<b>I Year- II Semester</b>
Teaching Scheme (L : T: P) : 4 : 0 : 0	Course Code: <b>24E00PC09</b>
Type of Course: Lecture	Credits: 4
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites:	

### COURSE OVERVIEW

This course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

### COURSE OBJECTIVES:

- To Understand Project Management Fundamentals
- To Evaluate Technical and Legal Aspects of a project
- To Implement and Control Projects Effectively
- To Utilize Project Management Tools and Techniques

CO#	Course Outcomes
CO1	Understand the Concepts of Project management
CO2	Assess market viability, enhance decision-making, and contribute to successful project outcomes.
CO3	Solve Technical and Legal feasibility
CO4	Evaluate the financial Feasibility of the project
CO5	Planning, implementing and review of the project.

## SYLLABUS

### UNIT -I:

**Basics of Project Management** –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies. **COs-CO1**

### UNIT- II:

**Market feasibility** -Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections. **COs-CO2**

### UNIT- III:

**Technical and Legal feasibility:** Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) –Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM) **COs-CO3**

**UNIT- IV:**

**Financial feasibility** – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working. **COs-CO4**

**UNIT -V:**

**Project Implementation and Review:** Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. Prasanna Chandra, —Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, —Project Evaluation and Management.
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, —Project Management, the Managerial Emphasis, McGraw Hill, 2000.

**IT-LAB 2 (Programming R)**

Course Title: IT-LAB 2 (Programming R)	I Year- II Semester
Teaching Scheme (L : T: P) : 0 : 0 : 2	Course Code: 24E00TC02
Type of Course: Practical	Credits: 2
Continuous Internal Evaluation: 20 Marks	Semester End Exam: 30 Marks
Pre requisites:	

**Course Objectives:**

- To use statistical programming, computation, graphics and modeling in R-Programming
- To use in their own research

CO#	Course Outcomes
CO1	Use R for statistical programming, computation, graphics, and modeling
CO2	Write functions and use R in an efficient way
CO3	Fit some basic types of statistical models
CO4	Use R in their own research and able to expand their knowledge of R on their own.
CO5	Be able to expand their knowledge of R on their own.

**SYLLABUS****UNIT-I:**

Introduction, how to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes.

**COs-CO1****UNIT-II:**

R Programming Structures, Control Statements, Loops, - Looping Over Non-Vector Sets, - If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation- Extended Extended Example: A Binary Search Tree.

**COs-CO2****UNIT-III:**

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files.

**COs-CO3**

**UNIT-IV:**

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot () Function – Customizing Graphs, Saving Graphs to Files. **COs-CO4**

**UNIT-V:**

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests, - ANOVA. **COs-CO5**

**References:**

1. The Art of R Programming, Norman Matloff, Cengage Learning
2. R for Everyone, Lander, Pearson
3. R Cookbook, Paul Teetor, Oreilly
4. R in Action, Rob Kabac off, Manning.
5. Garrett Grolemond, Hands on Programming with R, Oreilly



## DEPARTMENT OF MBA

### Program– Master of Business Administration

#### II Year III Semester- Course Structure

**Regulation: R24**

S.No.	Course Code	Category	Course Name	M	Hours per Week			Credits
					L	T	P	
1	24E00PC10	PC	Strategic Management	100	4	0	0	4
2	24E00PC11.1	PC	Business Ethics and Corporate Governance	100	4	0	0	4
	24E00PC11.2	MOOCs	MOOCs-Swayam/NPTEL-Related to Management courses other than listed courses in the Syllabus.	100				
3	24E00XXX	PE	Functional Area 1 Elective – 1	100	3	0	0	3
4	24E00XXX	PE	Functional Area 1 Elective – 2	100	3	0	0	3
5	24E00XXX	PE	Functional Area 2 Elective – 1	100	3	0	0	3
6	24E00XXX	PE	Functional Area 2 Elective – 2	100	3	0	0	3
7	24E00PR01	PR	Industrial Project based on Summer Internship	100	4	0	0	4
Total					<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>

\* M-Marks

L-Lectures

T- Tutorial

P- Practical

C-Credits

#### Core Electives – Dual Specialization (Third Semester):

- The department offers four functional areas of core electives.
- In the third semester, students are required to select two of these areas as their dual specialization (e.g., Functional Area 1 and Functional Area 2).
- Each functional area includes three elective courses. From each selected area, students must choose any two courses to study during the third semester.

#### MOOCs-Swayam/NPTEL

- Students are encouraged to enroll in MOOC courses offered through SWAYAM/NPTEL that are related to Management, but not listed in the existing syllabus with the prior approval of the department.





# AVANTHI INSTITUTE OF ENGINEERING & TECHNOLOGY

(Autonomous)

(Approved by A.I.C.T.E., New Delhi & Permanently Affiliated to JNTU-GV, Vizianagaram)

NAAC Accredited with A+ grade

Tamaram (V), Makavarapalem, Narsipatnam (RD), Anakapalle Dist, Pin-531113.

## FUNCTIONAL AREAS

### III Semester - FINANCE (Electives)

S.No.	Course Code	SUBJECT TITLE
1	24E00FE01	Security Analysis and Portfolio Management
2	24E00FE02	Financial Markets and Services
3	24E00FE03	Mergers, Acquisitions and Corporate Restructuring

### III Semester - HUMAN RESOURCE MANAGEMENT (Electives)

S.No.	Course Code	SUBJECT TITLE
1	24E00HE01	Leadership and Change Management
2	24E00HE02	Performance Evaluation and Compensation Management
3	24E00HE03	Human Resource Development

### III Semester - MARKETING (Electives)

S.No.	Course Code	SUBJECT TITLE
1	24E00ME01	Consumer Behavior
2	24E00ME02	Retail Management
3	24E00ME03	Customer Relationship Management

### III Semester - LOGISTICS AND SUPPLY CHAIN MANAGEMENT (Electives)

S.No.	Course Code	SUBJECT TITLE
1	24E00LE01	Store keeping and Warehousing management
2	24E00LE02	Transportation and Infrastructure Management for SCM
3	24E00LE03	Reverse Logistics

Category	Courses	Credits
PC-Program Core Course	2	8
PE-Program Elective	4	12
PR- Project based on Summer Internship	1	4
<b>Total</b>	<b>7</b>	<b>24</b>



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## DEPARTMENT OF MBA

### Course Structure Program– Master of Business Administration

#### II Year IV Semester- Course Structure

Regulation: R24

S.No.	Course Code	Category	Course Name	M	Hours per Week			Credits
					L	T	P	
1	24E00PC12	PC	Innovation and Entrepreneurship	100	4	0	0	4
2	24E00PC13	PC	Supply Chain Management and Analytics	100	4	0	0	4
2	24E00XXX	PE	Functional Area 1 Elective – 3	100	3	0	0	3
3	24E00XXX	PE	Functional Area 1 Elective – 4	100	3	0	0	3
5	24E00XXX	PE	Functional Area 2 Elective – 3	100	3	0	0	3
6	24E00XXX	PE	Functional Area 2 Elective – 4	100	3	0	0	3
7	24E00CV01	CVV	Comprehensive Viva-Voce	50	0	0	0	2
<b>Total</b>					<b>20</b>	<b>0</b>	<b>0</b>	<b>22</b>
<b>Total Credits = 104</b>								

\* M-Marks

L-Lectures

T- Tutorial

P- Practical

C-Credits

#### Core Electives – Dual Specialization (Fourth Semester)

- In the third semester, students select two functional areas as part of their dual specialization.
- Each chosen area offers three courses in the fourth semester, from which students are required to select two courses.

## FUNCTIONAL AREAS

### IV Semester - FINANCE (Electives)

S.No.	Course Code	SUBJECT TITLE
1	24E00FE04	Financial Derivatives
2	24E00FE05	Global Financial Management
4	24E00FE06	Strategic Financial Management



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## IV Semester - HUMAN RESOURCE MANAGEMENT (Electives)

S.No.	Course Code	SUBJECT TITLE
1	24E00HE04	Labor Welfare and Employment laws
2	24E00HE05	International HRM
3	24E00HE06	Employee Relations and Engagement

## IV Semester - MARKETING (Electives)

S.No.	Course Code	SUBJECT TITLE
1	24E00ME04	Services Marketing
2	24E00ME05	Digital and Social Media Marketing
3	24E00ME06	Advertising and Brand Management

## IV Semester - LOGISTICS AND SUPPLY CHAIN MANAGEMENT (Electives)

S.No.	Course Code	SUBJECT TITLE
1	24E00LE04	Enterprise Resource Planning
2	24E00LE05	International Logistics Management
3	24E00LE06	Lean Supply Chain Management

Category	Courses	Credits
PC-Program Core Course	2	8
PE- Program Elective	4	12
CV-Comprehensive Viva-Voce	1	2
<b>Total</b>	<b>7</b>	<b>22</b>

### Industrial Project and Comprehensive Viva-Voce:

- An Industrial Project, based on a one-month Summer Internship, is mandatory and will be evaluated at the end of 3rd semester of the second year.
- The project report must be checked using anti-plagiarism software (Turnitin). The permissible similarity index should be less than 30%.
- A Comprehensive Viva-Voce will be conducted to assess the student's overall knowledge gained during the entire two-year course.

**Chairperson**  
**Board of Studies (MBA)**

## STRATEGIC MANAGEMENT

Course Title: <b>STRATEGIC MANAGEMENT</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P): 4: 0: 0	Course Code: <b>24E00PC10</b>
Type of Course: Lecture	<b>Credits: 4</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> To study this course, students should have a basic understanding of core management principles, including organizational structure, leadership, and business functions. A general awareness of the business environment, including industry dynamics and market competition, is also essential.	

### Course Objectives:

- To introduce the core concepts of strategic management and strategy development.
- To enable students to analyze the internal and external environments for strategic planning.
- To teach students how to formulate effective strategies at various organizational levels.
- To provide students with the knowledge to implement strategies effectively within organizations.
- To equip students with the ability to evaluate and control strategic performance.

### At the end of the course, students will be able to

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Understand the basics of strategic management and how to create a company's strategy.	2					1	1		L2
<b>CO2</b>	Analyze the external and internal environment of a company to identify strategic opportunities.	3	2	1	2		3	3		L3
<b>CO3</b>	Formulate strategies at different levels of an organization.	3	1	1	2	2	3	1		L6
<b>CO4</b>	Implement strategies by aligning organizational structure, culture, and resources.	3	2		1	1		3		L3
<b>CO5</b>	Evaluate and control strategies to achieve desired outcomes.	3	3		2			3	2	L5
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT-I

**Introduction:** Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Crafting a strategy. **COs-CO1**

### UNIT-II

**Environmental Scanning:** Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, Ansoff Grid, Mc Kinsey's 7's frame work. **COs-CO2**

### UNIT-III

**Strategy Formulation:** Strategy Framework for Analyzing Competition, Porter 's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies. **COs-CO3**

### UNIT-IV

**Strategy Implementation:** Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy- Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation. **COs-CO4**

### UNIT-V

**Strategy Evaluation and control** – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### REFERENCES:

1. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009

### E- Resources

1. <https://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf>
2. [https://onlinecourses.swayam2.ac.in/imb19\\_mg08/preview](https://onlinecourses.swayam2.ac.in/imb19_mg08/preview)

## BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Title: <b>Business Ethics and Corporate Governance</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P): 4: 0: 0	Course Code: <b>24E00PC11.1</b>
Type of Course: Lecture	<b>Credits: 4</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> To study this course, students should have a basic understanding management principle, organizational behavior, and moral philosophy. A foundational knowledge of marketing, human resource management, and financial systems is essential to understand sector-specific ethical issues.	

### Course Objectives:

- To introduce the fundamental concepts of business ethics and ethical theories.
- To analyze the influence of globalization on Indian business ethics.
- To examine ethical issues in core business functions.
- To provide a comprehensive understanding of corporate governance principles, frameworks, and regulatory developments.
- To explore the current corporate governance scenario in India.

### At the end of the course, students will be able to

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Understanding of ethical principles, values, and theories, and apply them to workplace and managerial decisions.	2	2	3	1					L2
CO2	Identify the ethical challenges posed by globalization and critically evaluate ethical practices in Indian business contexts.	2	2	3	2			2		L4
CO3	Assess ethical concerns in marketing, HR, and finance, including consumer rights, workplace ethics, and financial integrity.	2	3	3	1			2	1	L4
CO4	Analyze corporate governance models and practices and international guidelines like the Sarbanes-Oxley Act and SEBI regulations.	2	2	2	2	2		2	1	L4
CO5	Understand the Indian corporate governance framework and articulate the roles of stakeholders such as boards, auditors, regulators, and the media.	2	2	2	3	2	2	3	1	L2
2. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT-I

**Importance of Business Ethics:** Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions. **COs-CO1**

### UNIT-II

**Impact of Globalization on Indian Business Ethics:** Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams. **COs-CO2**

### UNIT-III

**Ethics in Marketing, HRM and Finance:** Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues– Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector. **COs-CO3**

### UNIT-IV

**Corporate Governance:** An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives. **COs-CO4**

### UNIT-V

**Corporate Governance Indian Scenario:** Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### References:

1. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “Business Ethics and Corporate Governance”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, 2011.
5. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers, New Delhi, 2013.

#### E-Sources:

1. [https://onlinecourses.swayam2.ac.in/imb25\\_mg62/preview](https://onlinecourses.swayam2.ac.in/imb25_mg62/preview)

## INNOVATION AND ENTREPRENEURSHIP

Course Title: <b>Innovation and Entrepreneurship</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P): 4: 0: 0	Course Code: <b>24E00PC12</b>
Type of Course: Lecture	<b>Credits: 4</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> To understand and apply the concepts in this course, students should have a basic knowledge of business fundamentals and economic principles.	

### Course Objectives

- To introduce the concepts, characteristics, and theories of entrepreneurship
- To develop creative thinking and innovation skills
- To equip students with a comprehensive understanding of the operational challenges faced by new ventures.
- To develop an in-depth understanding of the dynamics between family and non-family entrepreneurship
- To explore innovation management within firms, including new product development, intellectual property management, and startup execution strategies.

### At the end of the course, students will be able to

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Explain the foundational concepts of entrepreneurship and creativity	2					3	1		L1, L2
<b>CO2</b>	Generate, screen, and evaluate business ideas using structured creativity tools and feasibility analysis techniques.	2	3				3	2		L5, L6
<b>CO3</b>	Analyze the structural, financial, and managerial problems faced by start-ups and evaluate the role of government policies and financial institutions in supporting small-scale industries.	2	3		2		2	2		L4
<b>CO4</b>	Distinguish Between Professional and Family-Run Enterprises and Assess the Causes of Industrial Sickness.	2	2	1			2	1		L4
<b>CO5</b>	Apply principles of innovation		1				3	1		L3
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										



## SYLLABUS

### UNIT I

**Entrepreneurship:** Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship. Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of De Bono, Khand wala and others, Creative Performance in terms of motivation and skills. **COs-CO1**

### UNIT II

**Creativity and Entrepreneurial Plan:** Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management. **COs-CO2**

### UNIT III

**Operation problems:** Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs. **COs-CO3**

### UNIT IV

**Family and non-family entrepreneurs:** Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications. **COs-CO4**

### Unit V

Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right. Start-Ups - Product Identification - Business Plan- The Marketing Plan and Financial Plan/ Sources of Capital - Business Setup - Legal and Administrative Task - Marketing and Branding of the Product. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### References:

1. Couger, C-Creativity and Innovation (IPP, 1999)
2. Nina Jacob, -Creativity in Organisations (Wheeler, 1998)
3. Jonne & Ceserani-Innovation & Creativity (Crest) 2001.
4. Bridge Setal-Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)

5. Holt-Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
6. Singh P & Bhandarkar A-Winning the Corporate Olympiad: The Renaissance Paradigm (Vikas)
7. Dollinger M J-Entrepreneurship (Prentice-Hall, 1999).
8. Tushman, M.L. & Lawrence, P.R. (1997)-Managing Strategic Innovation & Change Oxford.
9. Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterworth Heinemann, U. K.
10. Amidon, D. M. (1997)-Innovation Strategy for the Knowledge Economy: The Kanawakening. Butterworth-Heinemann, New Delhi, India.

**E-Sources:**

1. [https://onlinecourses.nptel.ac.in/noc21\\_mg70/preview](https://onlinecourses.nptel.ac.in/noc21_mg70/preview)
2. [https://onlinecourses.nptel.ac.in/noc21\\_hs102/preview](https://onlinecourses.nptel.ac.in/noc21_hs102/preview)

## SUPPLY CHAIN MANAGEMENT AND ANALYTICS

Course Title: <b>Supply Chain Management and Analytics</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P): 4: 0: 0	Course Code: <b>24E00PC13</b>
Type of Course: Lecture	<b>Credits: 4</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> To succeed in Supply Chain Management (SCM), students should have a foundational understanding of basic management principles, especially in operations, logistics, and procurement. Understanding with core concepts such as inventory, production planning, demand & supply, and distribution channels is essential.	

### Course Objectives:

- To introduce fundamental concepts and strategies of Supply Chain Management (SCM) and explain how SCM has evolved over time.
- To develop analytical and planning skills through understanding advanced planning systems and supply chain analysis methods.
- To expose students to mathematical and algorithmic models.
- To explore modern technologies and emerging trends in SCM.
- To provide insights into real-world applications of SCM in various industries.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Explain core concepts and strategic elements of supply chains.	2			1			1		L2
CO2	Analyze and design supply chain systems using tools.	2	3					3	3	L4
CO3	Apply optimization and experiential algorithms for solving, routing, scheduling, and set partitioning problems in supply chains.		1						3	L3
CO4	Evaluate the impact of IT and modern management practices	2	3		1			2	2	L5
CO5	Design and implement supply chain solutions for specific industries	1	2			1	1	3	3	L6
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT - I

**Basics of Supply Chain Management:** Introduction to Supply Chain Management – Evolution Different views of Supply Chain – Supply Chain Strategy – Supply Chain Drivers – Developing Supply Chain Strategy- Strategic fit in Supply Chain. Analytics in Supply Chain Management. **COs-CO1**

### UNIT – II

**Supply Chain Analysis** - Types of Supply Chains - Advanced Planning - Structure of Advanced - Planning Systems-Strategic Network Planning - Demand Planning - Master Planning - Demand Fulfilment and ATP - Production Planning and Scheduling Purchasing and Material Requirements Planning Distribution and Transport – Planning - Coordination and Integration - Collaborative Planning. **COs-CO2**

### UNIT – III

Set covering and Set Partitioning Problems, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms.

**COs-CO3**

### UNIT- IV

Fuzzy Logic and Techniques-Application in SCM - Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management. **COs-CO4**

### UNIT- V

Inventory Management in Supply Chain- Network Design in Supply Chain- Alternative Channels of Distribution- Location Decisions in Supply Chain-Implementing Advanced Planning Systems - The Definition of a Supply - Chain Project -The Implementation Process SCM in a Pharmaceutical – Company Food and Beverages. **COs-CO4**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Suggested Readings:

1. Mohanty R.P, S.G Deshmuki —Supply Chain Management| Biztantra, New Delhi
2. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

### E-Sources:

1. [https://onlinecourses.nptel.ac.in/noc20\\_mg27/preview](https://onlinecourses.nptel.ac.in/noc20_mg27/preview)

**FINANCE (Electives)**  
**SEMESTER-III**  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

<b>Course Title: Security Analysis and Portfolio Management</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P): 3: 0: 0	Course Code: <b>24E00FE01</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> To understand course, students should have a foundational knowledge on financial concepts, including the time value of money, interest rates, and financial instruments. A general awareness of how capital markets function—especially the primary and secondary markets in India	

**Course Objectives:**

- To introduce the concept and environment of investments in India
- To explain the risk-return trade-off, and teach how to measure and interpret security returns and risks.
- To provide analytical tools for evaluating investments through fundamental and technical analysis.
- To familiarize students with portfolio management theories
- To equip learners with techniques for evaluating portfolio performance using various performance metrics and models.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Understand the investment process, types of securities, and functioning of primary and secondary markets in India.	1			2			1	2	L2
<b>CO2</b>	Analyze and compute security returns and risks, and apply valuation techniques for equity, preference shares, and bonds.	2	2					3	3	L4
<b>CO3</b>	Conduct fundamental and technical analysis of securities and understand market efficiency concepts.	2	2					2	3	L4
<b>CO4</b>	Apply portfolio management models like Markowitz, CAPM, and APT to construct and analyze optimal portfolios.	2	2					2	3	L3
<b>CO5</b>	Evaluate the performance of investment portfolios and mutual funds using Sharpe and Jensen's models.		2					2	2	L5
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT-I:

Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-Security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY.

**COs-CO1**

### UNIT-II:

Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Preference Shares, Equity Shares and Bonds- Bond Pricing Theorems convexity, duration, bond immunization. (Problems).

**COs-CO2**

### UNIT-III:

Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

**COs-CO3**

### UNIT-IV:

Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

**COs-CO4**

### UNIT-V:

Performance Evaluation of Portfolios; Sharpe Model – Jensen ‘s Model for PF Evaluation, Evaluation of Mutual Fund.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Suggested Readings:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, TataMc GrawHill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, GJ., & Baily JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi
10. Preeti Singh, Investment Management, Himalaya Publishers.

11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi.

**Text Books**

1. S. Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: “Security Analysis and Portfolio Management”, VikasPublishing House, New Delhi, 2009

**E-Books and Online Resources**

1. Investment Analysis and Portfolio Management, 10th ed, Reilly & Brown,  
<https://www.pdfdrive.com/investment-analysis-and-portfolio-management-10th-ed-e1650318.html>
2. Investments Workbook: Principles of Portfolio and Equity Analysis, (CFA Institute Investment Series)  
<https://www.pdfdrive.com/investments-workbook-principles-of-portfolio-and-equity-analysis-cfa-institute-investment-series-e162154063.html>
3. [https://onlinecourses.nptel.ac.in/noc25\\_mg98/preview](https://onlinecourses.nptel.ac.in/noc25_mg98/preview)

## FINANCIAL MARKETS AND SERVICES

Course Title: <b>Financial Markets and Services</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00FE02</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> To succeed in this course, students should have a basic understanding of financial and economic concepts	

### Course Objectives:

- To understand the structure and functions of the Indian financial system and its role in economic development.
- To explore the nature, scope, and regulatory aspects of financial services such as merchant banking and leasing.
- To gain knowledge about venture capital, factoring, and bill discounting in the Indian context.
- To study the concepts and practices of credit rating, mutual funds, and debt securitization.
- To examine the principles, models, and instruments of microfinance in rural and underbanked areas.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Understand the structure and role of the financial system in economic development	3	2		2			1		L2
<b>CO2</b>	Gain knowledge of key financial services such as merchant banking and leasing	3	3		1		2	2	3	L2
<b>CO3</b>	Analyze the concepts and mechanisms of venture capital, factoring, forfeiting, and bill discounting	2	3		1		3	2	3	L4
<b>CO4</b>	Explain the working and structure of credit rating agencies, mutual funds, debt securitization, and demat services	2	2	1	3			2	3	L2
<b>CO5</b>	Explore the concepts, models, and products of microfinance, and evaluate its impact on rural financial systems and financial inclusion in India.	2	2	2	2		2	2	2	L5
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										



## SYLLABUS

### UNIT – I:

**Structure of Financial System** – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

**COs-CO1**

### UNIT – II:

**Financial Services:** Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – types of Leases.

**COs-CO2**

### UNIT – III :

**Venture Capital** – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

**COs-CO3**

### UNIT – IV :

**Credit Rating** – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

**COs-CO4**

### UNIT – V :

**Microfinance:** Over view of Microfinance, Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, Micro Securitization. Microfinance models: Generic models viz. SHG, Grameen, and Cooperative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Suggested Readings:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House

4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
5. Edminister R.D., Financial Institution, Markets and Management.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
9. Meir Khan – Financial Institutions and Markets, Oxford Press.

**E-Sources:**

1. [https://onlinecourses.swayam2.ac.in/cec25\\_mgl1/preview](https://onlinecourses.swayam2.ac.in/cec25_mgl1/preview)

## MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Title: <b>Mergers, Acquisitions and Corporate Restructuring</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P): 3: 0: 0	Course Code: <b>24E00FE03</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites: Students should have a basic understanding of financial management, corporate finance, and strategic management concepts.	

### Course Objectives

- To introduce the fundamental concepts, types, and theories of mergers and acquisitions (M&A).
- To develop a strategic understanding of M&A decisions using analytical tools
- To examine the legal, regulatory, and procedural aspects of mergers, acquisitions, and takeovers under Indian law, including SEBI and CCI guidelines.
- To provide a comprehensive overview of the M&A process, including target identification, due diligence, negotiation, integration, and managerial challenges.
- To explore various forms of corporate restructuring and financing methods.

### At the end of the course, students will be able to

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Analyze different types of mergers and acquisitions and assess their strategic, financial, and managerial synergies.	3	3		2		1	2	1	L2, L4
<b>CO2</b>	Apply strategic tools and legal frameworks to evaluate and defend M&A decisions, including takeovers and anti-takeover mechanisms.	3	3	1	3		1	3	2	L3
<b>CO3</b>	Demonstrate an understanding of the merger process, including due diligence, negotiation, and post-merger integration challenges.	2	2	1	2	2		3	2	L2
<b>CO4</b>	Evaluate different financing methods and accounting treatments of mergers as per Indian regulatory standards, including the Companies Act 2013.	2	3	1	2	2		2	2	L5
<b>CO5</b>	Assess and recommend appropriate corporate restructuring strategies like demergers, buyouts, and equity carve-outs to enhance organizational value.	3	3		2		2	3	2	L5
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT – I:

**Mergers-** types of mergers– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

**COs-CO1**

### UNIT – II:

**M & A – A strategic perspective-** industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

**COs-CO2**

### UNIT – III:

**Merger Process:** Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

**COs-CO3**

### UNIT – IV:

**Methods of financing mergers** – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013.

**COs-CO4**

### UNIT – V:

**Corporate restructuring** – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance buyback of shares.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Suggested Readings:

1. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.

3. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
4. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
5. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.

**Reference Books:**

1. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
2. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.
3. De Pamphilis, D., 2019. Mergers, Acquisitions, and Other Restructuring Activities, 9th Edition. Academic Press.

**FINANCE (Electives)**  
**SEMESTER-IV**

**FINANCIAL DERIVATIVES**

Course Title: <b>Financial Derivatives</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00FE04</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> Students taking this course should have a foundational understanding of financial markets and basic investment instruments. Basic knowledge of concepts such as stocks, bonds, interest rates, and market participants will be helpful.	

**Course Objectives:**

- To introduce the fundamental concepts, types, and the regulatory framework of financial derivatives in India.
- To develop an understanding of futures contracts, pricing mechanisms, trading platforms, and hedging techniques.
- To impart knowledge of options markets, including contract types, trading strategies, and margin systems.
- To explain the theoretical models used for pricing options and factors influencing option valuation.
- To familiarize students with swap contracts and their structure, functions, and applications in financial markets.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Explain the purpose, types, and participants of financial derivative markets and their regulatory environment in India.	2	1	1	2			2	2	L2
CO2	Analyze and differentiate between forwards and futures, apply pricing concepts, and demonstrate hedging strategies using futures.	3	3		2			3	3	L4
CO3	Evaluate different types of options contracts, construct basic trading strategies, and understand the role of margining in Indian options markets.	1	3		2		2	3	3	L5
CO4	Calculate option prices using models like Binomial and Black-Scholes and interpret the factors that impact option value.	1	3					2	3	L5
CO5	Identify various forms of swaps and assess their role in managing financial risk, including interest rate, currency, and equity swaps.	2	3		2		2	2	3	L2
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT - I:

Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants- Functions – Types of Derivatives – Forwards – Futures – Options-Swaps – The Regulatory Framework of Derivatives Trading in India. **COs-CO1**

### UNIT - II:

Features of Futures –Differences Between Forwards and Futures – Financial Futures – Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts- Value at Risk (VaR)-Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE. **COs-CO2**

### UNIT - III:

Options Market – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options- Trading Strategies Involving Options – Basic Option Positions – Margins – Options on Stock Indices – Option Markets in India on NSE and BSE. **COs-CO3**

### UNIT - IV:

Option Pricing – Intrinsic Value and Time Value- Pricing at Expiration – Factors Affecting Options pricing- Put-Call Parity Pricing Relationship- Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model. **COs-CO4**

### UNIT – V:

Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Suggested Readings:

1. Hull C. John, —Options, Futures and Other Derivatives, Pearson Educations Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options, Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K. Parameswaran, —Futures Markets: Theory and Practice, Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE Manual of Indian Futures & Options & www. Sebi.com
10. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

### E- Resources: -NPTEL/Swayam MOOCS:

1. [https://onlinecourses.nptel.ac.in/noc25\\_mg21/preview](https://onlinecourses.nptel.ac.in/noc25_mg21/preview)

**GLOBAL FINANCIAL MANAGEMENT**

Course Title: <b>Global Financial Management</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00FE05</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites: Students should have a foundational knowledge on financial management, accounting principles, and macroeconomic concepts.	

**Course Objectives:**

- To provide a comprehensive understanding of the evolution of the international monetary system and various exchange rate regimes.
- To enable students to identify and manage different types of foreign exchange risk using appropriate financial instruments.
- To expose students to the features and instruments of various international financial markets.
- To develop skills in evaluating foreign investment decisions, including multinational capital budgeting and risk adjustments.
- To introduce international accounting standards, foreign currency reporting, and performance evaluation in multinational enterprises.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Explain the historical development of the international monetary system and analyze major global financial crises and trends.	3	2	1	2			1	2	L2
<b>CO2</b>	Identify types of foreign exchange exposures and apply internal and derivative-based techniques to manage currency risk.	3	3		2		2	2	3	L2
<b>CO3</b>	Describe the structure, instruments, and issuance processes of international markets including Eurocurrency and bond markets.	2	2		2		2	3	3	L1
<b>CO4</b>	Evaluate foreign investment opportunities using capital budgeting techniques and risk adjustment methods.	3	2		2		2	3	3	L5
<b>CO5</b>	Apply international accounting principles to foreign currency transactions, transfer pricing, and multinational financial reporting.	3	1	1	3			2	3	L4
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										



## SYLLABUS

### UNIT I:

**International Monetary and Financial System:** Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends. **COs-CO1**

### UNIT II:

**Foreign Exchange Risk:** Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts. **COs-CO2**

### UNIT III:

**Features of Different International Markets:** Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs. **COs-CO3**

### UNIT IV:

**Foreign Investment Decisions:** Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment. **COs-CO4**

### UNIT V:

**International Accounting and Reporting:** Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Suggested Readings:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

### E- Sources:

1. <https://www.pdfdrive.com/international-financial-management-9th-ed-e33407995.html>

## STRATEGIC FINANCIAL MANAGEMENT

Course Title: <b>Strategic Financial Management</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00FE06</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> - To understand and apply the concepts in this course, students should have a basic foundation in financial management, including knowledge of financial statements, time value of money, and key financial ratios.	

### Course Objectives:

- To understand the concepts and tools for creating shareholder value and their implications for managerial decisions.
- To analyze and design effective capital structure and dividend strategies that enhance firm value.
- To evaluate investment decisions under conditions of risk and uncertainty using advanced appraisal techniques.
- To assess merger strategies, including valuation and financial implications of various forms of mergers.
- To explore takeover strategies and restructuring mechanisms within the regulatory framework and corporate environment.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Explain key value creation metrics and assess their implications for strategic financial management.	2	2		2			3	2	L2, L3
<b>CO2</b>	Formulate optimal capital structure and dividend policies that align with shareholder wealth maximization.	3	3	1	3			3	2	L6
<b>CO3</b>	Apply risk-adjusted investment appraisal methods and make informed investment decisions under capital constraints.	3	3	2	2		2	3	3	L3
<b>CO4</b>	Evaluate merger strategies by analyzing financial, operational, and control impacts on the merging firms.	3	3	2	3		2	3	2	L5
<b>CO5</b>	Identify and assess takeover strategies, defenses, and restructuring options within the legal and regulatory framework.	3	3	2	3		2	3	2	L3
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT-1:

Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation. **COs-CO1**

### UNIT-II:

Financial Strategy for Capital Structure: Leverage Effect and Shareholders 'Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm. **COs-CO2**

### UNIT-III:

Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision. **COs-CO3**

### UNIT-IV:

Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. **COs-CO4**

### UNIT-V:

Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Suggested Readings:**

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice
5. Hall.
6. GP Jakarthyia, Strategic Financial Management, Vikas, New Delhi
7. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
8. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
9. James T. Gleason, RiskL The New Management Imperative in Finance, A Jaico Book.

#### **E-Sources :**

1. <https://taxguru.in/sebi/sebi-takeover-code.html>
2. <https://classroom.google.com/c/NDQyOTE4MzAzMjA3/m/NDUwMTQ5OTc1MzUw/details>

## HUMAN RESOURCE MANAGEMENT (Electives) SEMESTER-III

### LEADERSHIP AND CHANGE MANAGEMENT

Course Title: <b>Leadership and Change Management</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00HE01</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites: - Students should have a basic understanding of organizational behavior, management principles, and psychology.	

#### Course Objectives:

- To understand key leadership theories and models, including situational and emerging leadership approaches.
- To explore the relationship between leadership, motivation, and organizational culture.
- To develop strategic leadership skills including self-management, team-building, and integrity-based leadership.
- To examine the fundamentals and methodologies of change management within organizations.
- To apply systems thinking and diagramming techniques to effectively manage organizational development and transformation.

#### At the end of the course, students will be able to

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Evaluate various leadership theories and apply appropriate models	2	1	2	2	3		2	1	L2,L5
<b>CO2</b>	Analyze motivational strategies and their impact on leadership effectiveness and organizational culture.	3	2	2	3	2		2	2	L4
<b>CO3</b>	Demonstrate strategic leadership capabilities.	3	2	2	3	3		3	2	L2
<b>CO4</b>	Manage change initiatives using appropriate changes.	3	1	2	3	3		3	2	L2
<b>CO5</b>	Utilize system mapping tools to diagnose organizational issues and propose development interventions	3	2	2	2	3		2	2	L1,L4
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT I:

**Organisational Leadership:** Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins '3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building. **COs-CO1**

### UNIT II:

**Leadership Motivation, Culture:** Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural. Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad. **COs-CO2**

### UNIT III:

**Strategic Leadership:** Leader Self-management: significance - Developing self-esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values. **COs-CO3**

### UNIT IV:

**Basics of Change Management:** Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value-based change. **COs-CO4**

### UNIT V:

**Mapping change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory**

from any unit.

**Reference Books:**

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft —Leadership|| Cengage Learning 2005.
3. Uday Kumar Haldar —Leadership and Team Building|| Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy —Leadership|| Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
6. Cummings: —Theory of Organisation Development and Change||, Cengage Learning, New Delhi, 2013.
7. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011. 3. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009

**E-Sources:**

1. [https://onlinecourses.nptel.ac.in/noc23\\_mg28/preview](https://onlinecourses.nptel.ac.in/noc23_mg28/preview)

## PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT

Course Title: <b>Performance Evaluation and Compensation Management</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00HE02</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites: -To understand the concepts in this course, students should have a basic foundation in Human Resource Management, including general knowledge of HR functions.	

### Course Objectives:

- To introduce the fundamental concepts, scope, and historical evolution of performance management.
- To understand performance management planning, including strategic alignment and competency mapping.
- To analyze the components and functioning of performance management systems, including monitoring and counseling practices.
- To explore the role, structure, and strategic importance of compensation in employee motivation and retention.
- To examine the design of compensation structures and tax planning strategies in organizations.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Explain the purpose and evolution of performance management.	3	1	1	3			1	1	L2
CO2	Create performance management plans using tools like competency mapping.	3	2	2	3	1		2	2	L6
CO3	Apply performance monitoring techniques and counseling skills.	3	2	2	3	2		3	1	L3
CO4	Formulate compensation strategies with organizational objectives and market trends.	3	2	1	3	3		2	2	L2
CO5	Construct tax planning strategies and equitable compensation structures	3	3	2	3	3		3	1	L2,L3
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT- I:

**Introduction:** –Definition –concerns-scope-Historical developments in performance management-Process for managing performance Importance –Linkage of PM to other HR processes-Performance Audit. **COs-CO1**

### UNIT- II:

**Performance Management Planning:** Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning Barriers to performance planning-Competency Mapping-steps-Methods. **COs-CO2**

### UNIT-III:

**Management System:** objectives – Functions- Phases of Performance Management System- Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counselling and Monitoring- Concepts and Skills **COs-CO3**

### UNIT -IV:

**Compensation:** concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level. **COs-CO4**

### UNIT V:

**Compensation Structure:** Compensation Structure -History and past practices, elements of, management compensation –Types of compensation system-Performance based and pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax Planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References

1. Prem Chadha: —Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, —Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, —Appraising and Developing Managerial Performance, Excel Books, 2003.
4. David Wade and Ronad Recardo, —Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: —Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009
5. A.M. Sarma —Performance Management Systems, Himalaya Publishing House, New Delhi, 2010.

### E-Sources:

1. [https://onlinecourses.nptel.ac.in/noc25\\_mgl45/preview](https://onlinecourses.nptel.ac.in/noc25_mgl45/preview)



## HUMAN RESOURCE DEVELOPMENT

Course Title: Human Resource Development	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00HE03</b>
Type of Course: Lecture	Credits: <b>3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites: - To understand the course on Human Resource Development (HRD), students should have a basic knowledge of Human Resource Management principles, including an understanding of organizational structure and HR functions.	

### Course objectives:

- To provide a foundational understanding of the concept, structure, and significance of Human Resource Development (HRD).
- To explore various HRD strategies and processes, including training methods and programme evaluation.
- To analyze HRD interventions such as mentoring and their impact on employee growth and development
- To examine the role of employee counselling, stress management, and career development within the HRD framework.
- To assess the future directions, ethical considerations, and applications of HRD in dynamic organizational settings.

### At the end of the course, students will be able to

CO	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Explain the scope, objectives, and framework of HRD.	1	1	2	2			2	1	L2
CO2	Design, implement, and evaluate HRD strategies.	2	2	2	3	1		1	2	L2
CO3	Develop and manage effective mentoring, individual and organizational development.	3	3	2	3	2		2	2	L3
CO4	Apply counselling techniques and career planning strategies.	3	3	2	3	2		3	1	L3
CO5	Critically assess the ethical dimensions including HRD audits and talent management.	2	2	2	2	1		3	2	L2
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT-I:

Concept of HRD-objectives-Structure-Need-Scope- HRD in selected industrial organisations significance-HRD functions-HRD Department and its Task-Framework-Techniques-Attributes of a HRD manager.

**COs-CO1**

### UNIT – II:

HRD Strategies: - An Overview - Strategies - Training and Development - Methods - Evaluation of training programmes. HRD Process Model: Methods of Implantation, Evaluation of HRD programmes. Identification of HRD needs and Design and development of HRD programmes.

**COs-CO2**

### UNIT – III:

HRD interventions: Mentoring for employee development: Concepts of Mentoring-Perspectives Mentoring relationship-Outcomes of Mentoring programmes-Design and implementation of formal-mentoring programmes-Barriers to mentoring-Role of mentoring in development, understanding the role and responsibilities of mentor, mentee-Special issues in Mentoring.

**COs-CO3**

### UNIT – IV:

Employee counselling for HRD: Overview of counselling programmes, employee assistance programme, stress management, employee wellness and health promotion. Career Planning, management, and development: Career development stages and activities, role of individual and organization in career planning, Issues in career management.

**COs-CO4**

### UNIT-V :

The future of HRD and HRD Ethics: Research, practice and education of HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behaviour and development, Ethical problems with HRD roles. Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for Workers (blue collar employees), HRD Audit.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Arun Monappa; Personnel Management;
2. Rudrabasava Raj M.N.: Dynamic Personnel Administration Management of Human Resources;
3. Udai Pareek, Human Resource Development;
4. S. Ravishankar & R.K. Mishra (Ed). : Management of Human Resources in Public Enterprises;
5. Haribson F, Educational Planning and Human Resources Development, International Institute for Education, UNESCO, Paris;
6. Bell DJ, Planning Corporate' Manpower, Longman;
7. Walker James W'. Human Resource Planning, MGH.

### E-Sources:

1. [https://onlinecourses.nptel.ac.in/noc20\\_hs48/preview](https://onlinecourses.nptel.ac.in/noc20_hs48/preview)

## HUMAN RESOURCE MANAGEMENT (Electives) SEMESTER IV

### LABOR WELFARE AND EMPLOYMENT LAWS

Course Title: <b>Labor Welfare and Employment Laws</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00HE04</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites: - To understand the course, students should have a foundational understanding of Human Resource Management, especially in areas related to employee relations & workplace practices and Basic knowledge of the Indian Constitution and its relevance to labor rights.	

#### Course Objectives:

- To introduce the concept, philosophy, and legal framework of labour welfare in India.
- To understand the types, scope, and implementation of various statutory and non-statutory labour welfare programmes.
- To examine key labour legislations in India related to worker welfare, working conditions, and compensation.
- To study the industrial relations framework and related laws governing disputes, standing orders, and employment conditions.
- To explore trade unionism and wage-related social security legislations ensuring workers' rights and benefits.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Explain the principles, scope, and provisions related to labour welfare and evaluate ILO.	1	1	2	3	2		1	1	L2
<b>CO2</b>	Differentiate between welfare programmes and roles and responsibilities of welfare officers	2	2	1	3	3		2	2	L2
<b>CO3</b>	Interpret key provisions of labour laws including safety and compensation mandates.	2	2	2	3	3		3	1	L2
<b>CO4</b>	Analyze industrial relations legislation and their application in workplace conflict resolution.	2	2	2	3	2		2	2	L4
<b>CO5</b>	Evaluate trade union and social security legislations to understand worker protection	1	2	2	3	3		2	2	L5
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT I:

**Labour Welfare:** Concept, scope and philosophy, principles and approaches of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. **COs-CO1**

### UNIT II:

**Labour welfare programmes:** Statutory and non-statutory, extra mural and intra mural, Central Board of Workers 'Education; Workers 'Cooperatives- Welfare Centres -Welfare Officers 'Role, Status and Function, Signs of poor welfare. **COs-CO2**

### UNIT III:

**Labour Legislation:** Objectives-Principles-Classification-Evaluation of Labour legislation in India- Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate: – Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours - Wage and Compensation - Provisions Relating to Hazardous Processes - Annual Leave with Wages - Special Provisions - Obligations by Employer and Employee - Offences and Penalties., Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act. **COs-CO3**

### UNIT IV:

**Industrial Relations Legislation:** Industrial Disputes Act 1947Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs Wages for Strike and Lock-out Period– Change in Conditions of Service. Industrial Employment (standing orders) Act 1946 Certification of Draft Standing Orders – Appeals – Date of Operation of Standing Orders – Posting of Standing Orders – Payment of Subsistence Allowance. **COs-CO4**

### UNIT V:

**Trade Unions Act 1926. Definitions** - Scope and Significance – Characteristics - Types of Trade Unions - Reasons for Joining Trade Unions - Advantages and Disadvantages of Trade unions- Legislations of Trade Unions- Rights and Privileges. Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: —Industrial Lawl, Eastern Book Company. Laknow,1977 4. Moorthy, M.V: —Principles of Labour Welfare, Oxford University Press, New Delhi.
4. Pant, S.C: —Indian Labour Problemsl, Chaitanya Pub. House. Allahabad.

### E-Sources

1. [https://onlinecourses.nptel.ac.in/noc25\\_mg159/preview](https://onlinecourses.nptel.ac.in/noc25_mg159/preview)

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Title: <b>International Human Resource Management</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00HE05</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> - Students should have a foundational understanding of HRM concepts and Knowledge with global business environments and an awareness of globalization trends are essential	

### Course objectives:

- To provide an understanding of the strategic role and challenges of International Human Resource Management (IHRM) in a globalized economy.
- To explore HR practices for managing international assignments, including staffing, expatriation, repatriation, and legal considerations.
- To examine cross-cultural management theories and their application in managing diverse, global teams.
- To analyze global compensation management systems, trends, and performance appraisal methods in international contexts.
- To understand how HRD contributes to global strategic advantages and addresses globalization-related workforce challenges

### At the end of the course, students will be able to

CO	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Explain the scope and strategic importance of IHRM	1	2	1	2	1		2	1	L2
<b>CO2</b>	Develop effective strategies for global HR planning, international staffing, and managing expatriate.	3	3	1	3	3		3	2	L2
<b>CO3</b>	Apply cross-cultural management theories, effective communication in international teams.	2	3	2	3	3		1	1	L3
<b>CO4</b>	Design global compensation systems and performance management frameworks.	3	3	2	3	3		3	2	L6
<b>CO5</b>	Evaluate the role of HRD in enhancing productivity and adapting to global corporate cultures.	3	3	2	3	3	2	3	1	L5
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT I

**Introduction:** A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level. **COs-CO1**

### UNIT II

**Managing International Assignments:** Significance -Global HR Planning – Staffing policy–Training and development – performance appraisal –International Labour relations – Industrial democracy - Positioning Expatriate – Repatriate – factors of consideration - Strategies - Legal content of Global HRM- International assignments for Women - Problems. **COs-CO2**

### UNIT III

**Cross Culture Management:** Importance – Concepts and issues – Understanding Diversity– Managing Diversity Cross- Cultural Theories – Hofstede’s Model – Kluckhohn - Strodthbeck Model – Andre- Laurent‘ Theory – Cultural Issues. considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch – Indian MNCs and Challenges. **COs-CO3**

### UNIT IV

**Compensation Management:** Objectives -Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – Approaches of Compensation in Global Assignments - global compensation implications on Indian systems - Performance Management. **COs-CO4**

### UNIT V

**Global Strategic Advantages through HRD:** Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### References:

1. Subba Rao P: —International Human Resource Management, Himalaya Publishing House, Hyderabad, 2011
2. Nilanjan Sen Gupta: —International Human Resource Management Text and cases, Excel Books, New Delhi.
3. Tony Edwards :—International Human Resource Management, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: —International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: —International Human Resource Management, Oxford Universities Press, Hyderabad, 2012.

## EMPLOYEE RELATIONS AND ENGAGEMENT

Course Title: <b>Employee Relations and Engagement</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00HE06</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> -To understand the concepts in this course students should have a basic foundation in Human Resource Management, particularly in areas like employee relations, workplace policies, and organizational behavior.	

### Course objectives:

- To provide a comprehensive understanding of the concepts, scope, and evolving trends in industrial relations (IR), particularly in the Indian context.
- To examine the growth, role, and challenges of trade unions and the process of collective bargaining in industrial harmony.
- To understand the nature and causes of employee grievances and explore effective redressal mechanisms and disciplinary practices.
- To analyze the causes, consequences, and resolution mechanisms related to industrial disputes.
- To explore the concept and strategies of employee engagement and its role in improving industrial relations.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Explain the framework and factors influencing industrial relations	1	1	2	2	1		1	1	L2
CO2	Evaluate the functioning of trade unions and demonstrate skills in collective bargaining	3	2	2	2	2		2	2	L5
CO3	Identify causes of grievances and apply appropriate grievance redressal.	2	2	2	2	2		2	2	L3
CO4	Analyze industrial disputes and settlement with Indian laws.	2	3	2	2	2		2	1	L4
CO5	Design and implement employee engagement strategies.	2	3	2	2	1		1	2	L3
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										



## SYLLABUS

### UNIT I:

**Industrial Relations Management:** Concept-meaning and scope of IR-system frame work  
Theoretical perspective- Evaluation –Background of industrial Relations in India-  
Influencing factors of IR in enterprise and the consequences. Globalization and IR- Recent  
Trends in Industrial Relations. **COs-CO1**

### UNIT II:

**Trade Unions:** Introduction-Definition and objectives-growth of Trade Unions in India -  
Union recognition-Union Problems-Employees Association- Collective Bargaining –  
Characteristics Importance-Principles-The process of CB-Participation in the bargaining  
process-Essential conditions for the success of collective bargaining –Negotiating  
techniques and skills. **COs-CO2**

### UNIT III:

**Employee Grievances:** Causes of Grievances – Grievances Redressal Machinery –  
Discipline in Industry \_ Measures for dealing with Indiscipline–Standing Orders- Code  
Discipline. **COs-CO3**

### UNIT IV:

**Industrial Disputes:** Meaning, nature and scope of industrial disputes - Cases and  
Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in  
India. **COs-CO4**

### UNIT V :

**Employee Engagement:** Concept-Definition-Elements- Factors- Levels - Drivers of  
Employee Engagement-Measurement-Strategies- The role of managers in engaging the  
employees. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References

1. C.S Venkataratnam: —Industrial Relations, Oxford University Press, New Delhi, 2011
2. Sinha: —Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013
3. Mamoria: —Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: —Industrial Relations, Excel Books, New Delhi, 2010
5. Arun Monappa: —Industrial Relations, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: —Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai
7. Ratna Sen: —Industrial Relations, MacMillon Publishers, New Delhi, 2011.



**MARKETING (Electives)**  
**SEMESTER III**

**CONSUMER BEHAVIOUR**

<b>Course Title: Consumer Behaviour</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P): 3: 0: 0	Course Code: <b>24E00ME01</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites: To grasp the content of this course, students should possess a foundational understanding of core marketing concepts such as the marketing mix, customer orientation, and the evolution of marketing strategies.	

**Course Objectives:**

- To introduce the concept of consumer behaviour and examine its role in marketing and communication processes
- To understand the principles of market segmentation, positioning, and consumer motivation.
- To explore how situational factors and decision-making models influence consumer purchasing behavior.
- To study the impact of consumer personality and perception on marketing decisions.
- To examine the consumer decision-making process from problem recognition to post-purchase behavior.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Understand and explain the fundamental concepts of consumer behavior and its relevance in marketing and communication strategies.	3	1		2	1		2		L2
CO2	Apply the concepts of market segmentation, positioning, and consumer motivation to develop effective marketing strategies	3	3	1	2	2		3		L3
CO3	Analyze the impact of situational factors and apply consumer decision-making models to understand purchasing behavior.	2	3		2			2		L4
CO4	Evaluate the influence of personality traits and perception on consumer choices and brand interactions	3	3		1	2		1		L5
CO5	Understand Decision-making process, including how consumers recognize problems, search for information, compare alternatives, choose where to buy, make purchases, and behave after the purchase.	1	3		1	2		2		L2
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT – I

**Introduction to Consumer Behaviour:** Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications.

**COs-CO1**

### UNIT – II

**Marketing Segmentation and Positioning:** Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow 's hierarchy of needs.

**COs-CO2**

### UNIT – III

**Situational Influence on Consumer 's Decision and the Decision Models:** Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)

**COs-CO3**

### UNIT – IV

**Consumer Personality:** Introduction, Self-concept, personality Theories, Brand Personality, emotions Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organization, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions.

**COs-CO4**

### UNIT – V

**Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives:** Introduction, Problem Recognition, Information Search, Evaluation of Alternatives. Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### Suggested References:

1. Ramneek Kapoor, Nnamdi O Madichie: —Consumer Behaviour Text and Cases, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: —Consumer Behavior insight from Indian Market, PHI Learning, New Delhi, 2011.
3. M.S.Raju: —Consumer Behavior Concepts, applications and Cases, Vikas Publishing House, New Delhi, 2013

#### E-Sources

1. [https://onlinecourses.nptel.ac.in/noc22\\_mg47/preview](https://onlinecourses.nptel.ac.in/noc22_mg47/preview)

## RETAIL MANAGEMENT

<b>Course Title: Retail Management</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P): 3: 0: 0	Course Code: <b>24E00ME02</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> To effectively engage the course, students should have a foundational understanding of general marketing principles, including market segmentation, targeting, and positioning. Basic knowledge of economic concepts and business environments will help in analyzing the significance of retailing in both Indian and global contexts.	

### Course Objectives:

- To introduce the fundamentals of retailing and its economic significance, with an understanding of the retail marketing environment in both Indian and global contexts.
- To develop an understanding of market segmentation and its application in retail.
- To examine retail planning, pricing strategies, and competitive positioning for building sustainable advantages.
- To explore the role of Customer Relationship Management (CRM) and Integrated Marketing Communication (IMC) in enhancing customer engagement and loyalty.
- To understand the dynamics of international retailing, including globalization strategies and market entry methods.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Explain the meaning, scope, and economic importance of retailing, and analyze the retail marketing environment in Indian and global contexts.	2			1			2		L2
CO2	Apply market segmentation techniques and evaluate store location strategies to enhance retail effectiveness.	2	3					2	1	L3
CO3	Analyze strategic retail planning, pricing strategies, and methods to differentiate and position retail brands in competitive markets.	2	2					2	1	L4
CO4	Evaluate CRM practices and IMC tools used in retail for building strong customer relationships, loyalty programs, and effective promotional campaigns.	3			3	2	2		1	L5
CO5	Describe the process of international retail expansion and assess global market entry strategies and benefits.	3			3			2	2	L2
2. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT – I

**Introduction to Retailing:** Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Retailing Marketing Environment: Elements in a Retail Marketing Environment, Environmental Issues, Indian vs. Global Scenario. **COs-CO1**

### UNIT – II

**The Retail Marketing Segmentation:** Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies. **COs-CO2**

### UNIT – III

**Store Location and Layout:** Introduction, Target Market and Retail Format, Gauging Growth Opportunities, building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions, Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing. **COs-CO3**

### UNIT – IV

**Customer Relationship Management in Retailing-**Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program Understanding Integrated Marketing Communication, - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion. **COs-CO4**

### UNIT – V

**International Retailing-** Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Suggested References:**

1. Sheikh and Kaneez Fatima, —Retail Management‡, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:‡The Art of Retailing‡, Tata McGraw Hill Education Pvt. Ltd. N. Delhi.2011

3. Sivakumar, A, —Retail Marketing, Excel Books, New Delhi, 2007
4. Swapna Pradhan, —Retail management, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 201

**E-Sources:**

1. [https://onlinecourses.nptel.ac.in/noc22\\_mg51/preview](https://onlinecourses.nptel.ac.in/noc22_mg51/preview)

## CUSTOMER RELATIONSHIP MANAGEMENT

<b>Course Title: Customer Relationship Management</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P): 3: 0: 0	Course Code: <b>24E00ME03</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
Pre requisites: To grasp the content of this course, students should possess a basic understanding of marketing principles, especially relationship marketing and customer-focused strategies.	

### Course Objectives:

- To understand the foundational concepts, historical evolution, and strategic significance of Customer Relationship Management (CRM), including customer life cycle and value creation.
- To explore the critical components required for building strong customer relationships, including acquisition, retention strategies, and effective CRM implementation frameworks.
- To gain knowledge of CRM's technological backbone through database management, data mining techniques, and the role of CRM software and contact centers.
- To examine the need for and impact of Sales Force Automation in CRM, alongside technological challenges and integration with marketing channels and ERP systems.
- To analyze current trends, digital transformations, and the future trajectory of CRM, with emphasis on e-CRM and measuring CRM effectiveness in both B2B and B2C contexts.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Understand the fundamental concepts, evolution, and strategic significance of Customer Relationship Management (CRM) and relationship marketing.	3			2			2		L2
<b>CO2</b>	Analyze the processes involved in building and implementing effective CRM strategies including customer acquisition, retention, and recovery.	2	3					2		L4
<b>CO3</b>	Understanding of CRM's technological components, including database management, data mining, and the use of CRM software and contact centers	2	2							L2
<b>CO4</b>	Analyze the role of Sales Force Automation in CRM, assess its technological requirements, and evaluate the impact of CRM on traditional and emerging marketing channels.	3			2			2	3	L4

CO5	Assess the evolving landscape of CRM in digital and e-business environments, evaluate e-CRM features, and measure CRM effectiveness for future strategic planning.	2	3		3			2	3	L4
	3. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos									
	L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create									

## SYLLABUS

### UNIT – I

**Customer Relationship Management Fundamentals:** Definition and Significance of Customer Relationship Marketing, Theoretical perspectives of relationship, Evolution of Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Significance of CRM, CRM Strategy, Customer Life Time Value, Relationship Life Cycle. **COs-CO1**

### UNIT – II

**Building Customer Relationship Management:** Requisites for Effective Customer acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Strategies to Prevent Defection and Recover Lapsed Customers, CRM Implementation: CRM framework for Implementation, Implementing CRM process, Integration of CRM with ERP System, Barriers to effective CRM Gartner 's Competency model of CRM. **COs-CO2**

### UNIT – III

**Functional Components of CRM:** Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software's **COs-CO3**

### UNIT – IV

**Sales Force Automations (SFA):** Definition and need of Sales Force Automation, barriers to successful Sales Force Automation functionality, technological aspect of Sales Force Automation, data synchronization, flexibility and performance, reporting tools, Impact of CRM on Marketing Channels: Meaning, how does the traditional distribution channel structure, support customer relationship, emerging channel trends that impact CRM **COs-CO4**

### UNIT – V

**Trends and Issues in CRM:** CRM in e- business (B2B & B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM. E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit**

**Recommended Books Text Books:**

1. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007
2. H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 2008.

**Suggested Readings:**

1. Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.
2. Ed Peelen, Customer Relationship Management, Pearson Education, 2005.
3. Barnes James G: Secrets of Customer Relationship Management, McGraw Hill, 2001.

**E-Sources :**

1. [https://onlinecourses.nptel.ac.in/noc20\\_mg12/preview](https://onlinecourses.nptel.ac.in/noc20_mg12/preview)
2. [https://onlinecourses.nptel.ac.in/noc20\\_mg07/preview](https://onlinecourses.nptel.ac.in/noc20_mg07/preview)



**MARKETING (Electives)**  
**SEMESTER- IV**

**SERVICES MARKETING**

<b>Course Title: Services Marketing</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P): 3: 0: 0	Course Code: <b>24E00ME04</b>
Type of Course: Lecture	Credits: 3
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> To grasp the content, Students have to understanding of general marketing principles, including the marketing mix, consumer behavior, market segmentation, targeting, and positioning.	

**Course Objectives:**

- To introduce the fundamental concepts of services marketing and the unique characteristics of services as compared to goods.
- To equip students with the knowledge of pricing and promotional strategies specific to service industries.
- To develop the ability to implement services marketing strategies.
- To enhance students' ability to manage the service delivery process.
- To explore marketing practices across key service sectors.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Understand the nature and classification of services, and apply segmentation, targeting, and positioning strategies to design and brand service offerings effectively.	2			2		3	3		L2
<b>CO2</b>	Formulate pricing strategies and develop effective marketing communication plans for promoting services across different contexts.	2	2		3			2		L2
<b>CO3</b>	Evaluate service quality using SERVQUAL, apply service recovery strategies, and design relationship marketing tactics to enhance customer satisfaction.	2	2		2			2		L5
<b>CO4</b>	Design and manage service environments and processes effectively while leveraging human resources for service advantage.	2			1	1		2	1	L6
<b>CO5</b>	Apply services marketing principles to specific industry contexts and develop tailored strategies for diverse service sectors.	2	2		1		2	2		L3
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT – I

**Introduction to Services Marketing:** Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services. Service Market Segmentation, Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and Positioning service value addition to the service product, planning and branding service products, new service development. **COs-CO1**

### UNIT – II

**Pricing strategies for services:** Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix. **COs-CO2**

### UNIT – III

**Implementing Services Marketing:** Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances. **COs-CO3**

### UNIT – IV

**Managing Service Delivery Process:** Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage. **COs-CO4**

### UNIT – V

**Marketing of Services in Sectors:** Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### Text Book:

1. Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across the Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
2. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education.

**Suggested Readings:**

1. Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.
2. Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.
3. Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of ServicesThe Indian Experience, Macmillan India Ltd., 2005

**DIGITAL AND SOCIAL MEDIA MARKETING**

<b>Course Title: Digital and Social Media Marketing</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P): 3: 0: 0	Course Code: <b>24E00ME05</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> Students should have a basic understanding of fundamental marketing concepts. Knowledge with online behavior, internet usage, and basic communication tools such as websites, email, and social media platforms.	

**Course Objectives:**

- To introduce students to the foundational concepts and evolving landscape of digital marketing.
- To explore various digital marketing channels and segmentation strategies.
- To develop the ability to create and implement a structured digital marketing plan with defined goals and actionable strategies.
- To provide insights into search engine marketing and online advertising methods.
- To understand the use of social media platforms in marketing and the techniques to measure and optimize digital media performance.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Understand the key concepts, scope, and current trends in digital marketing.	1			1			2		L2
<b>CO2</b>	Identify and differentiate between various digital marketing channels and apply segmentation for effective targeting.	1	2		2		1	3		L2
<b>CO3</b>	Draft a comprehensive digital marketing plan tailored to specific marketing objectives.	1	3		2		1	2	3	L4
<b>CO4</b>	Analyze and apply search engine marketing and online advertising strategies effectively.							2	3	L4
<b>CO5</b>	Understand leverage social media for customer engagement and evaluate the performance of digital campaigns.	1	2		1		1	2	3	L2
4. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT – I

**Understanding Digital Marketing:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

**COs-CO1**

### UNIT – II

**Channels of Digital Marketing:** Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation – Importance of Audience Segmentation, how different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

**COs-CO2**

### UNIT – III

**Digital Marketing Plan:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

**COs-CO3**

### UNIT – IV

**Search Engine Marketing and Online Advertising Importance of SEM,** understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

**COs-CO4**

### UNIT – V

**Social Media Marketing:** Understanding social media, Social Networking with Facebook, LinkedIn, blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### Reference Books:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Judy Strauss and Raymond Frost, E-Marketing, Pearson, 2016

5. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
6. Chuck Hemannand Ken Burbary, Digital Marketing Analytics, Pearson, 2019

**E: Sources:**

1. [https://onlinecourses.swayam2.ac.in/ugc19\\_hs26/preview](https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview)
2. [https://onlinecourses.nptel.ac.in/noc22\\_mg109/preview](https://onlinecourses.nptel.ac.in/noc22_mg109/preview)

## ADVERTISING AND BRAND MANAGEMENT

<b>Course Title: Advertising and Brand Management</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P): 3: 0: 0	Course Code: <b>24E00ME06</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> Students should have a basic understanding of marketing fundamentals and core concepts of communication.	

### Course Objectives:

- To Understand the fundamentals of advertising and communication models.
- To equip students with skills to develop effective advertising campaigns.
- To provide knowledge on organizing and evaluating advertising efforts and introduce key branding concepts and decisions.
- To develop an understanding of brand development techniques such as naming, positioning, and communication strategies.
- To explore strategies for managing brand equity and loyalty, and building strong domestic and international brands.

### At the end of the course, students will be able to

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Explain the nature of advertising, its role in communication, and the factors influencing advertising decisions.	2			2			1		L2
<b>CO2</b>	Design advertising campaigns with appropriate creative elements and media plans.	2	2		2		1	2	2	L6
<b>CO3</b>	Evaluate advertising performance and apply branding concepts in strategic decisions.	1	1					2	1	L5
<b>CO4</b>	Develop and communicate brand identity and positioning effectively.	1	2		2		1	2		L6
<b>CO5</b>	Apply brand-building strategies across different sectors and markets, including global branding.	2	2		2		1	3	2	L3
5. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT – I

Advertising: Its importance and nature; Communication model; Persuasion Process – perception, learning and attitude change; Major advertising decisions and influencing factors; Determining advertising Objectives and budget. **COs-CO1**

### UNIT – II

Developing Advertising Campaign: Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling Advertising through Internet **COs-CO2**

### UNIT – III

Organisation and Evaluation of Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness. Importance of branding; Basic Branding concepts – Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. Corporate branding: Major branding decisions. **COs-CO3**

### UNIT – IV

Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management. **COs-CO4**

### UNIT – V

Managing Brand Equity and Loyalty: Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Suggested Readings:**

1. S.H.H Kazmi and Satish K.Batra : Advertising and sales promotion, Excel books  
Cowley. D: Understanding Brands, Kogan Page Ltd
2. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
3. Aaker, Myers &Batra: Advertising Management, Prentice Hall.
4. Wells, Moriarity& Burnett: Advertising Principles & practices , Prentice Hall

#### **E: Sources**

[https://onlinecourses.nptel.ac.in/noc25\\_mgl119/preview](https://onlinecourses.nptel.ac.in/noc25_mgl119/preview)



**LOGISTICS AND SUPPLY CHAIN MANAGEMENT (Electives)**  
**SEMESTER-III**

**STORE KEEPING AND WAREHOUSEING MANAGEMENT**

Course Title: <b>Store Keeping and Warehousing Management</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P): 3 : 0 : 0	Course Code: <b>24E00LE01</b>
Type of Course: Lecture	Credits: 3
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> - Students should have a foundational knowledge of logistics, supply chain management, and basic business operations. Knowledge with concepts like inventory management, procurement processes, and warehousing functions	

**Course Objectives:**

- To understand the principles, functions, and strategic role of procurement systems in supply chain management.
- To explore warehousing concepts, operations, and processes including e-commerce integration.
- To gain knowledge of inventory and storage management systems, including technological and layout considerations.
- To examine warehouse equipment, cost structures, and performance metrics with an emphasis on automation and outsourcing.
- To ensure awareness of material handling systems, warehouse safety practices, and sustainability in warehouse operations.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Describe the procurement process, planning techniques, supplier selection, and bidding procedures within a strategic framework.	2	3		2		2	3	2	L2
<b>CO2</b>	Analyze the functions and workflows of warehousing, including receiving, put-away, picking, and dispatch operations.	2	2					2	2	L4
<b>CO3</b>	Apply inventory classification and control techniques, and evaluate warehouse layouts and technologies.	2	2					2	2	L3
<b>CO4</b>	Assess various types of storage and handling equipment, and evaluate warehouse cost structures and performance using WIS and ROI metrics.	2	2					2	2	L5

<b>CO5</b>	Implement safe and sustainable warehouse practices, considering legal regulations, risk assessments, and environmental responsibilities	2	2	2	2			3	3	L3
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT I

Objectives of Procurement System, Principles of Procurement, History of procurement function: from administrative to strategic, value-added role, Procurement Cycle, Procurement Planning, Purchasing Mix: Six Rights, Selecting the right supplier, Source of information and process, Supplier appraisal/vendor capability, Bidding process.

**COs-CO1**

### UNIT-II

Introduction to Warehousing Concepts -Role of warehouse-types of warehouse- warehouse location- Need for warehousing- Supply chain trends affecting warehouse –Warehouse functions- Role of warehouse manager-Warehouse process: e-commerce warehouse- Receiving and put away- Warehouse process – pick up preparation-Receiving - Pre-receipt - In- handling - Preparation - offloading - Checking - Cross-docking - Quality control - Put-away - Pick preparation - Pick area layout – Picking strategies and equipment -order picking methods - Warehouse processes- Replenishment to dispatch- Value adding services - Indirect activities - Stock management - Stock or Inventory counting - Perpetual inventory counts - Security - Returns processing – Dispatch.

**COs-CO2**

### UNIT-III

Storage Management system – Storage Inventory Management – Functions of storage & Inventory - Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system- Warehouse Management Systems (WMS) - choosing a WMS the process implementation-cloud computing- Warehouse Layout-Data collection-space calculation-aisle width- finding additional space.

**COs-CO3**

### UNIT – IV

Storage and Warehousing Information system -Storage Equipment: storage option - shuttle technology - very high bay warehouse - warehouse handling equipment - vertical and horizontal movement - Automated Storage/ Retrieval System (AS/RS)-specialised equipment- Technical advancements- Resourcing a warehouse- warehouse costs- Types of cost - Return on Investment (ROI) - Charging for shared-user warehouse service - Logistics charging methods Warehousing Information System (WIS)- Performance management-outsourcing decisions.

**COs-CO4**

**UNIT – V**

Material Handling and Warehouse safety Material handling- Product movement- concept-costs product load activity—dispatch activity unload activity-control device-impact of the computer technology automatic identification-issues and trends in product transport—Packaging - Pallet - Stretch wraps - Cartons – Labeling- Health and safety- Risk assessment - Layout and design - Fire safety- Slips and trips – Manual handling - Working at height - Vehicles - Forklift trucks – Warehouse equipment legislation. Warehouse safety check list- Warehouse Environment- Energy production - - Product waste - waste disposal - Hazardous waste- Sustainable warehouse Management. **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Text Books:**

1. GWYNNE RICHARDS (2014) Warehouse Management: A Complete Guide to Improve Efficiency and Minimizing Cost in the Modern Warehouse. The Chartered Institute of Logistics and Transport, Kegan page limited.
2. DAVID E. MULCHY & JOACHIM SIDON (2008) A Supply Chain Logistics Program for Warehouse Management. Auerbachian Publications

**References**

1. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. (2013). Supply Chain Logistics Management. (4 th ed.), McGraw Hill/Irwin.
2. Arnold, J.R., Chapman, S.N. (2012). The Introduction to Materials Management. (7<sup>th</sup> ed.), Prentice-Hall.
3. Coyle, J.J., Jr. Langley, C.J., Novack, R.A., & Gibson, B.J. (2013). Managing Supply Chains: A Logistics Approach. (9 th ed.), McGrawHill. Edward, F.(2002).
4. World-Class Warehousing and Material Handling. (International ed.), McGraw-Hill.
5. Muller, M. (2011). Essentials of Inventory Management. (2 nd ed.), American Management Association.

**TRANSPORTATION AND INFRASTRUCTURE MANAGEMENT FOR SCM**

Course Title: <b>Transportation and Infrastructure Management For SCM</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00LE02</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> - To understand the course on Transportation and Logistics Management, students should have a basic foundation in business management and an introductory understanding of supply chain and logistics concepts.	

**Course Objectives:**

- To understand the Basics of Transportation, Transportation Functionality and Principles
- To explore the evolution and strategic role of logistics and supply chain management in modern business environments.
- To examine the functions and types of packaging for transport, storage, and export, along with labeling standards and EDI systems.
- To develop insight into sourcing strategies and the design of transportation networks within the supply chain.
- To understand the operational procedures and documentation requirements for both export and import logistics.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Identify and evaluate different modes of transportation, including containerization and the role of Inland Container Depots (ICDs) in international logistics.	2	2		2			2		L2
<b>CO2</b>	Analyze logistics and supply chain management concepts, their key drivers, and how network design impacts performance under varying conditions.	3	3		2			3	2	L4
<b>CO3</b>	Apply packaging strategies and technologies (e.g., barcoding, EDI) to ensure safe and compliant transportation of goods.	2	2						3	L3
<b>CO4</b>	Assess transportation network planning and sourcing decisions, including the role of 3PL/4PL and IT in logistics strategy.	3	3		1			2	3	L5
<b>CO5</b>	Explain the step-by-step processes in export/import logistics.	3	2		2			2	2	L2
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT- I

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships. Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR.

**COs-CO1**

### UNIT- II

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships. Drivers of Supply Chain Performance: Framework for structuring drivers- Facilities- Inventory- Transportation- Information- Sourcing- Pricing - an over view of Designing distribution network – and overview of Network Design in the Supply Chain - an overview of Network design in Uncertain Environment.

**COs-CO2**

### UNIT- III

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment- Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging – Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

**COs-CO3**

### UNIT- IV

**Sourcing and Planning Transportation Networks in Supply Chain:** Sourcing decision in supply chain: Role of sourcing – in-house or outsource – Third and Fourth – Party Logistics providers – Supplier scoring and assessment – Transportation in Supply Chain: role- modes- performance characteristics – Logistics - Design options- role of IT- risk – Trade-offs in transportation design.

**COs-CO4**

### UNIT- V

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load (LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing, Distribution to Units.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, —International Logistics, Biztantra.
6. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.
5. Liu, J., Supply Chain Management and Transport Logistics, Routledge, 2011.
6. Sinha, A. and Kotzab, H., Supply Chain Management: A Managerial Approach, Tata McGraw-Hill Education, 2011.
7. Sople, V.V., Supply Chain Management: Text and Cases, Pearson, 2011.

## REVERSE LOGISTICS

Course Title: <b>Reverse Logistics</b>	<b>II Year- III Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00LE03</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> - To effectively understand this course, the students should have a knowledge of basic logistics and supply chain principles, including forward logistics, inventory management, and distribution processes.	

### Course Objectives:

- To introduce the concepts, scope, and best practices of reverse logistics in both commercial and military contexts.
- To analyze customer service and returns processes, including green logistics practices and global sustainability initiatives.
- To examine the role of organizational culture and design in building effective and secure reverse logistics systems.
- To explore reverse logistics applications across various industries, including manufacturing, food and beverage, and warehouse operations.
- To understand the environmental and technological aspects of reverse logistics, focusing on carbon footprint reduction, lean principles, and future trends.

### At the end of the course, students will be able to

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Identify key components and performance measures of reverse logistics and apply best practices across industries such as retail and military logistics.	3	2		2			3	3	L2
CO2	Evaluate the role of customer service in returns management and implement green logistics strategies supported by sustainable infrastructure like LEED-certified facilities.	2	3	2	2			2	2	L5
CO3	Assess the influence of organizational culture on reverse logistics design and develop strategies to reduce risks and enhance supply chain security.	3	3	2	2	2		2	2	L4
CO4	Apply reverse logistics principles to various operational areas including inventory, warehouse, and product life cycle management.	2	2		2			3	2	L3
CO5	Integrate sustainability practices such as carbon credit management, lean methodologies, and emerging technologies to enhance reverse logistics systems.	2	3	2	2			3	2	L2
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT- I

Reverse logistics and forward logistics Commercial logistics and the military Measuring reverse logistics and improvement best practices of military reverse logistics Management of complex systems and reverse logistics. Successful management principles are successful reverse logistics principles best practices in retail, apparel, electronics, food, beverage, and sporting goods.

**COs-CO1**

### UNIT- II

Customer Service Returns RMA and other elements of returns best practices in customer service and after sales customer support Reverse logistics concerns of the secondary market-Green reverse logistics practices Green buildings that support logistics (LEED Certification) Successful global projects.

**COs-CO2**

### UNIT- III

Explain and describe organizational culture and review how it applies to reserve logistics Review cultural design to support reverse logistics Reduction of risk in the reverse supply chain Securing the supply chain.

**COs-CO3**

### UNIT- IV

Understand reverse logistics for manufacturing Understand reverse logistics for food and beverage operations Understand reverse logistics for warehouse management Understand reverse logistics inventory management Understand reverse logistics as applied to product life cycle management.

**COs-CO4**

### UNIT- V

Carbon Credits Carbon Footprint Logistics and reverse logistics as applied to carbon footprint What can you do to reduce your carbon footprint - Complexity theory Continuous improvement Lean principles new technologies for reverse logistics Communities and teams Future of reverse logistics and supply chain management.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Text books:**

1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.
2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge, 2018.
3. Janat Shah, Supply Chain Management: Text and Cases, 2nd Edition 2017.
4. John Manners-Bell, Logistics and Supply Chains in Emerging Markets, Kogan Page, 2017.



**REFERENCE BOOKS:**

1. Coyle, John Joseph. (2017). Supply chain management: a logistics perspective. 10th ed. Australia: Cengage Learning. HD 38.5 C69 2017
3. Abbey, J. D., & Guide Jr, V. D. R. (2017). Closed-loop supply chains: a strategic overview Sustainable Supply
4. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing, 2011

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT (Electives)**  
**SEMESTER-IV**

**ENTERPRISE RESOURCE PLANNING**

Course Title: <b>Enterprise Resource Planning</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00LE04</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> -To successfully engage with this course on Enterprise Resource Planning (ERP), students should have a basic understanding of business processes and organizational functions such as finance, supply chain, production, and human resource management.	

**Course Objectives:**

- To introduce the concept, evolution, and significance of ERP systems and the need for integrated enterprise solutions.
- To analyze enterprise structures and business process mapping for selecting and designing ERP modules.
- To explore related technologies that support ERP systems, including MIS, BPR, DSS, and SCM.
- To examine various ERP modules and evaluate ERP packages for functional fit and market relevance.
- To understand the ERP implementation lifecycle and address key issues in planning, training, testing, and post-implementation support.

**At the end of the course, students will be able to**

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Explain the evolution, growth, and advantages of ERP, and identify the need for system integration across departments.	3	2		2			2	3	L2
CO2	Map business processes and assess organizational readiness for ERP implementation, including selecting appropriate 2ERP packages.	3	3		2			3	2	L4
CO3	E2valuate the role of related technologies such as MIS, BPR, and SCM in enhancing ERP functionality and performance.	3	3		2			3	3	L5
CO4	Compare and assess ERP modules (e.g., Finance, Materials Management, Quality Management) for effective enterprise integration.	3	3		2		2	2	3	L4
CO5	Plan and manage the ERP implementation lifecycle, including gap analysis, configuration, training, testing, and post-implementation support.	2	3	2	2	2		2	2	L2
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT- I

Introduction to Enterprise resource planning (ERP), Evolution of ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Various Modules of ERP, Advantage of ERP - MRP – problems of systems islands – need for system integration and interface. **COs-CO1**

### UNIT- II

An overview of Enterprise: Integrated modules, Business Process Mapping for ERP Module Design, Organizational Environment and its selection for ERP Implementation. ERP – Packages – products and market opportunities – problems of ERP selection and implementation – identifying ERP benefits. **COs-CO2**

### UNIT -III

ERP and Related Technologies: ERP and Related Technologies, Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM). ERP process – implementation – managing changes in IT organisations – preparing IT infrastructure – measuring benefits of ERP. Modules of ERP. **COs-CO3**

### UNIT- IV

ERP Modules: ERP Modules, Introduction, Finance, Plant Maintenance, Quality Management, Materials Management, ERP Market. A Comparative Assessment and Selection of ERP Packages and Modules. **COs-CO4**

### UNIT V

ERP implementation lifecycle, issues in implementing ERP packages, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode). **COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **Text Books:**

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2007.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008.
3. Hammer, Michael – Reengineering the corporation.
4. E-commerce strategy, technologies and applications by David Whitley.

#### **Reference books:**

1. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
2. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
3. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2<sup>nd</sup> edition, 2006.
4. Summer, ERP, Pearson Education, 2008.

## INTERNATIONAL LOGISTICS MANAGEMENT

Course Title: <b>International Logistics Management</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00LE05</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> - To effectively understand this course, students should have a basic foundation in international business and economics, particularly in areas related to trade, marketing, and supply chain management.	

### Course Objectives:

- To provide foundational knowledge of international trade, its global trends, and the role of logistics in facilitating trade.
- To understand the integration of marketing and logistics functions in international markets and analyze various modes of transport.
- To examine transportation systems and their legal, functional, and cost aspects in an international context.
- To explore containerization, Inland Container Depots (ICDs), and the process and legal framework of chartering in global trade.
- To understand the principles of inventory management and packaging for international logistics, including marking and cost factors.

### At the end of the course, students will be able to

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
CO1	Explain the significance of international trade, analyze India's trade patterns, and identify key components and barriers in international logistics systems.	2	3	2	2			2	2	L2
CO2	Apply customer-focused marketing strategies in global supply chains and evaluate transportation modes and their cost implications.	3	2		2		2	3	2	L3
CO3	Interpret transportation principles, compare multimodal systems, and understand legal and tariff structures in air cargo logistics.	3	3	2	2			2	3	L2
CO4	Describe the process and benefits of containerization, assess ICD functions, and understand different types of chartering and legal agreements.	2	2	1	2			2	3	L2
CO5	Plan effective inventory and packaging strategies for international shipments, considering labeling, marking, and cost-efficiency.	3	2		2		1	3	3	L2
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT- I

**International Trade:** Need and Importance – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity Composition and Destination - Overview of International Logistics- Components, Importance, Objectives; Logistic Subsystem;- Integrated Logistics; - Barrier to Internal Integration – Logistics Documents for International Trade.

**COs-CO1**

### UNIT -II

**Marketing and Logistics Customer Focused Marketing;** International Marketing: International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics.

**COs-CO2**

### UNIT- III

**Basics of Transportation Transportation Functionality and Principles;** Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice

**COs-CO3**

### UNIT- IV

**Containerization and Chartering Containerization:** Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.

**COs-CO4**

### UNIT- V

**Inventory Management and Packaging Inventory Management:** Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking -Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### References:

1. International Marketing by SakOnkvisit& John J. Shaw, Publisher: Prentice Hall of India
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
3. Logistic Management and World Sea Borne Trade by MultiahKrishnaveni, Publisher: Himalaya Publication.
4. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

## LEAN SUPPLY CHAIN MANAGEMENT

Course Title: <b>Lean supply chain management</b>	<b>II Year- IV Semester</b>
Teaching Scheme (L: T: P) : 3 : 0 : 0	Course Code: <b>24E00LE06</b>
Type of Course: Lecture	<b>Credits: 3</b>
Continuous Internal Evaluation: 25 Marks	Semester End Exam: 75 Marks
<b>Pre requisites:</b> - To effectively engage with this course, students should have a basic understanding of operations management, manufacturing processes, and supply chain fundamentals.	

### Course Objectives:

- To understand the principles of Lean Manufacturing and its tools for eliminating waste and improving operational efficiency.
- To equip students with skills to apply Value Stream Mapping (VSM) for analyzing and redesigning processes.
- To introduce Six Sigma methodologies and their integration with Lean for quality and performance improvement.
- To develop competence in DMAIC tools and techniques for process optimization and problem-solving.
- To explore supply chain strategies and processes aligned with lean and Six Sigma principles for enhanced competitiveness.

### At the end of the course, students will be able to

CO#	Course Outcomes	Mapping with POs								BT Level
		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>CO1</b>	Explain the evolution and principles of Lean Manufacturing.	3	2		2			3	2	L4
<b>CO2</b>	Develop current and future state value stream maps and implement improvement plans based on VSM analysis.	2	2		1			2	2	L6
<b>CO3</b>	Differentiate between TQM and Six Sigma, and apply Six Sigma approaches (DMAIC, DFSS) within a Lean framework.	2	3		2			2	2	L5
<b>CO4</b>	Use DMAIC tools such as SIPOC, VOC, CTQ, control charts, and DoE for process measurement and improvement.	2	2		2			3	2	L2
<b>CO5</b>	Design integrated, lean, and responsive supply chain strategies incorporating mass customization, offshoring, and virtual supply chain concepts.	2	2		1	1	2	2	3	L2
1. Weakly Contributing   2. Moderately Contributing   3. Strongly Contributing, for the attainment of respective Pos										
L1: Remember   L2: Understand   L3: Apply   L4: Analyze   L5: Evaluate   L6: Create										

## SYLLABUS

### UNIT- I:

**Lean Manufacturing:** Principle and Tools: Evolution of Just-In-Time and Lean Manufacturing – Principle – Seven wastes – Just-In-Time (JIT) – One-Piece or Continuous Flow – Kanban or Pull System – Basic tools such as 5S, Kaizen, Poka Yoke and Single-Minute Exchange of Dies (SMED). -- Lean Manufacturing--Fit into Operations Strategy-Mapping for supply chain management-- Lean thinking and supply chain management.

**COs-CO1**

### UNIT -II:

**Technique:** Value Stream Mapping: Value Stream Mapping (VSM) – Material and Information Flow – VSM symbols – Identification of Product or Product Family – Current-State Mapping – Future-State Mapping by key questions – Plan and Implementation.

**COs-CO2**

### UNIT- III:

**SIX SIGMA:** Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts. LEAN SIX SIGMA: The Synergy of Six Sigma and Lean – Lean Six Sigma – Principle – Lean tools in DMAIC – Implementation of Lean Six Sigma.

**COs-CO3**

### UNIT- IV :

**DMAIC: TOOLS** - Define – Measure – Analyze – Improve – Control – SIPOC model – VOC – CTQ – Seven Quality or SPC tools such as Pareto Analysis, Cause and Effect Diagram, Control Charts etc. – Process Capability Analysis such as Cp, Cpk – Design of Experiments (DoE).

**COs-CO4**

### UNIT- V:

**Supply Chain Processes and Strategies:** Integrated supply chains design - Customer relationship process - Order fulfillment process - Supplier relationship process - Supply chain strategies - Strategic focus - Mass customization - Lean supply chains - Outsourcing and offshoring - Virtual supply chains

**COs-CO5**

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Feld, W. M., Lean Manufacturing tools, Techniques and How to Use Them, St. Lucie Press, Florida, 2000.
2. Michael L. George, et al., The Lean Six Sigma Pocket tool book: A Quick REFERENCES Guide Nearly 100 tools for Improving Process Quality, Speed, and Complexity, McGrawHill, 2005
3. Rother, M. and Shook, J., Learning see: Value stream mapping create value and eliminate muda, The lean enterprises institute Brookline, Massachusetts, USA, 1999.
4. Liker, J., The yota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw-Hill Education, 2004.
5. Pyzdek, T. and Keller, P. A., The Six Sigma Handbook, Fourth Edition, McGraw-Hill Professional, 2014.