

Year: I

Semester: I

Branch of Study: MBA

Subject Code: 19MBA0101	Subject Name: Management & Organizational Behavior	L T P	Credits
		4 - -	4

Course Outcomes:

- CO1: Understand the Fundamentals of Management & Organizational Behavior
- CO2: Understand and analyze the various aspects of individual behavior
- CO3: Understand and apply the various motivational theories in organizations
- CO4: Understand and analyze the characteristics of groups and group behavior
- CO5: Understand and manage the various organizational processes

Unit I: Management- Nature, purpose and scope of management-Management Functions -Functions of a manager, Foundations of Organizational Behavior-nature and determinants of organizational behavior, contributing disciplines to the field of OB- School thought of management-Major Theories & Framework.

Unit II: Foundations of individual behavior- Individual differences- learning, perception, values, attitudes, personality-Individual Decision making-Group Decision Making.

Unit III: Motivation, Early theories- McGregor's X and Y theory, Maslow's need hierarchy theory, Herzberg two factor theory, Contemporary theories- McClelland's need theory, Alderfer's ERG theory, Adam's Equity theory, Vroom's expectancy theory, Goal setting theory, Application of motivational theories.

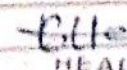
Unit IV: Group development; Group properties: Roles, norms, status, size and cohesiveness, Group decision making, Techniques, Work teams Leadership-Trait theories, behavioral and contingency theories of leadership-leadership styles, leaders vs managers, characteristics of a good leader-Application of Leadership-Contemporary issues in Leadership.

Unit V: Understanding organizations- Managing organizational culture, Technology and organizational design, Organizational decision making, Managing organizational conflict, power & politics, Organizational Change

Text books and References:

1. Koontz, Harold and Weirich Heinz, Essentials of Management", Tata McGraw Hill
2. Stephen Robbins S, Timothy Judge & Seema Sanghi, "Organizational Behavior", Pearson Education, New Delhi,2009.
3. Fred Luthans, "Organizational Behavior", Tata McGraw Hill
4. Udai Pareek, "Understanding Organizational Behavior", Oxford University Press
5. Giffin & Moorhead,OB:Managing People in Organization

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3	1.3.1
CO2	PO2: Data-based decision making.	2.1	2.1.1
CO3	PO5: Team environment	5.1	5.1.1
		5.2	5.2.1 5.2.2
CO4	PO5: Team environment	5.2	5.2.1 5.2.2
CO5	PO4 : Global, economic, legal, and ethical aspects of business	4.1	4.1.1


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Year : I

Semester: I

Branch of Study: MBA

Subject 19MBA0102	Code:	Subject Name: Managerial Economics	L 4	T -	P -	Credits 4
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Course Outcomes:

- CO1: Learn the basic concepts of economics.
- CO2: To Know Demand and analyze the techniques of Demand forecasting.
- CO3: Able to know supply concepts.
- CO4: Know the importance of Cost types and cost-output relationship.
- CO5: Study about Inflation and Business Cycles.

Unit I: Introduction to Managerial Economics: Introduction, Meaning, Scope, Importance of Managerial Economics, Objectives of Firm- Introduction, Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory.

Unit II: Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand, Demand Forecasting: Introduction, Meaning of Forecasting, Methods or Techniques of Demand Forecasting, Demand Forecasting for New Products, Break even analysis.

Unit III: Supply & Market Equilibrium: Introduction to Market Structures & Supply, Law of Supply, Exceptions to the Law of Supply, Factors Determining Elasticity of Supply, Market Equilibrium and Changes in Market Equilibrium.

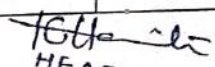
Unit IV: Cost & Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production, Cost Analysis- Introduction, Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.

Unit V: Business Cycle: Introduction, Meaning and Features, Measures to Control Business Cycles, Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

Text Books and Reference Books:

1. D.N.Dwivedi, Managerial Economics, Eighth Edition, Vikas Publications
2. L.Pappas and Eugene F.Brigham, Managerial Economics, Pearson Education
3. Dr.DM.Mithani, Managerial Economics, Himalaya Publishers
4. Dr.H.L Ahuja, Managerial Economics, S.Chand and Com pvt ltd, NewDelhi

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3	1.3.1
CO2	PO2: Data-based decision making.	2.1 2.2	2.1.1 2.2.1
CO3	PO1: Management Theories and Practices	1.5	1.5.1
CO4	PO2: Data-based decision making.	2.3	2.3.1
CO5	PO4: Global, economic, legal, and ethical aspects of business	4.2	4.2.1


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Year: I

Semester: I

Branch of Study: MBA

Subject 19MBA0103	Code:	Subject Name: Legal and Business Environment	L 4	T -	P -	Credits 4
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Course Outcomes:

- CO1: To Know the importance of Business Environment
- CO2: Understand the basic procedures of monetary and fiscal policy
- CO3: To Learn different types of Business Laws
- CO4: Understand the components of a contract & contractual performance obligation
- CO5: To Understand application of IT in Business

Unit I: Introduction to Business Environment: - Meaning, Components of Business Environment.-Industrial policy of 1991, Liberalization, Privatization and Globalization

Unit II: Monetary, Fiscal and Trade Policy: Monetary & Fiscal Policy -, EXIM Policy, Role of EXIM Bank. Balance of Payments: **WTO:** Role and functions of WTO in promoting world trade -TRIPS, TRIMS and GATT, Dumping and Anti-dumping measures. International Monetary Fund's (IMF), UN, SUS, FDI, Recent Trends

Unit III : Introduction to Business Law: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law.

Unit-IV: Indian Contract Act, 1872:Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of Agency.

Unit -V: Information Technology Act, 2000: Scope and Application of IT Act, 2000- Digital signature e-governance, penalties and adjudication, cyber regulations appellate, tribunals, duties of subscribers - Right to Information Act,2005 -GST Act 2017.

Text books and References:

1. Essentials of Business Environment, K.Asathappa, Himalaya publishers.
2. Mercantile Law - N.D.Kapoor, Sultan Chand & Sons.
3. Mechantile Law- Garg, Sareen, Sharma, Chawla, Kalyani publishers.
4. Dr.Vivek Mittal "Business Environment: Text & Cases" Excel Books, 2011.
5. K.Asathappa-"Essentials of Business Environment -11th Edition" -HPH2011.

10. Ravinder Kumar "Legal Aspects of Business", 2nd Edition Cengage Learning, 2012.

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.5	1.5.1
CO2	PO1: Management Theories and Practices	1.4	1.4.1
CO3	PO1:Management Theories and Practices	1.2	1.2.1
CO4	PO1:Management Theories and Practices	1.3	1.3.1
CO5	PO4:Global, economic, legal, and ethical aspects of business	4.3	4.3.1

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Year : I

Semester: I

Branch of Study: MBA

Subject 19MBA0104	Code:	Subject Name: Accounting for Managers	L 4	T -	P -	Credits 04
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Course Outcomes

- CO1: Understand the importance of accounting concepts and principles.
- CO2: Able to prepare the financial statements (trading, profit & loss account and balance sheet).
- CO3: Able to assess the fair value of the assets in the organisation.
- CO4: Able to assess the performance of earnings of a firm and predict the future of the business.
- CO5: Appreciate the role of computers in accounting.

Unit I: Introduction to Accounting: Meaning, Objectives, Accounting Principles: Accounting Concepts and Conventions, Accounting Standards, Systems of book- keeping and Systems of Accounting. Voucher, Transaction, Accounting Equation, Rules of Debit and Credit.

Unit II: Process of Accounting: Journal and Subsidiary books, Ledger, Trial Balance, Final accounts- Trading accounts, Profit & Loss account - Balance sheet with adjustments.

Unit III: Valuation of Assets: Introduction to depreciation methods (Simple problems from Straight line method, Diminishing balance method and Annuity method). Inventory Valuation: Methods of inventory valuation (Simple problems from LIFO, FIFO, and Simple Average & Weighted Average). Goodwill Valuation: Methods of valuation of goodwill.

Unit IV: Financial Statement Analysis: Meaning, Significance, Limitations, Tools for financial statement analysis - Comparative statements, Common size statements, Accounting ratios, Preparation of Funds Flow Statement and Cash Flow Statement.

Unit V: Computerized Accounting (Theory): Meaning, process and features of computerised accounting, differences between manual accounting system and computerised accounting, advantages of the computerised financial accounting system and various components of a computerised financial accounting system.

Text books and References:

1. Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Financial Accounting Vikas Publishing House Pvt. Ltd.,
2. P.C.Tulisan, Financial Accounting, S.Chand
3. M P Gupta & Agarwal, Accountancy, S.Chand
4. Asish K. Bhattacharyya, Financial Accounting for Business Managers, PHI
5. Ambrish Gupta, Financial Accounting for Management-An Analytical Perspective, Pearson Education
6. Thukaram Rao, Accounting and Financial Management, New Age Internationals.
7. Vijaya Kumar , Accounting for Management, , TMH
8. R.Narayanaswamy, Accounting – A Managerial Perspective, PHI

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3 1.5	1.3.1 1.5.1
CO2	PO2: Data-based decision making.	2.3	2.3.1
CO3	PO2: Data-based decision making. PO4: Global, economic, legal, and ethical aspects of business	2.3 4.1	2.3.1 4.1.1
CO4	PO4: Global, economic, legal, and ethical aspects of business	4.2	4.2.1
CO5	PO1: Global, economic, legal, and ethical aspects of business	1.2	1.2.1


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Subject Code: 19MBA0105	Subject Name: Business Statistics	L T P 4 - -	Credits 04
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Course Outcomes:

- CO1: Understand the basic concepts of business statistics
- CO2: Compute probability and identify different distributions
- CO3: Estimate parameters and test hypothesis
- CO4: Develop the skills to identify the appropriate statistical techniques.
- CO5: Identify and analyze the regression and correlation variables

Unit I: Introduction of statistics – Nature & Significance of Statistics to Business, Measures of Central Tendency- Arithmetic – Weighted mean – Median, Mode – Geometric mean and Harmonic mean – Measures of Dispersion, range, quartile deviation, mean deviation, standard deviation, coefficient of variation – Application of measures of central tendency and dispersion for business decision making.

Unit II: Probability : Meaning and definition of probability – Significance of probability in business application – Theory of probability – Addition and multiplication theories of probability – Conditional laws of probability – Binomial – Poisson – Uniform – Normal and exponential distributions.

Unit III: Hypothesis testing: Hypothesis Testing for small and large, Parametric and Non-Parametric Tests, One sample and Two sample tests for means and proportions of large samples (z-test), One sample and Two sample tests for means of small samples (t-test), F-test for two sample standard deviations, One Way ANOVA, Two Way ANOVA.

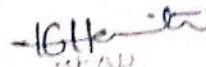
Unit IV: Non-Parametric Methods: Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes - Sign test for paired data, Statistical survey, Overview of Classification and tabulation and presentations of data.

Unit V: Correlation & Regression : Introduction, Significance and types of correlation – Measures of correlation – Co-efficient of correlation. Regression analysis – Meaning and utility of regression analysis – Comparison between correlation and regression – Properties of regression coefficients- Rank Correlation.

Text books and Reference books:

1. Gupta S.P., Statistical Methods, S.Chand. Publications
2. Richard I Levin and David S. Rubin, Statistics for Management, Pearson,
3. J.K.Sharma, Business Statistics, Vikas house publications house Pvt Ltd
4. P.N.Arora, S.Arora, Statistics for Management, S.Chand
5. Lerin, Statistics for Management, Pearson Company, New Delhi.

List of COs	PO no. and keyword	Competency	Performance Indicator
CO1	PO1: Management Theories and Practices	1.2	1.2.1
	PO2: Data-based decision making	2.1	2.1.1
CO2	PO2: Data-based decision making	2.2	2.2.2
CO3	PO2: Data-based decision making	2.3	2.3.1
CO4	PO2: Data-based decision making	2.3	2.3.1
CO5	PO2: Data-based decision making	2.2	2.2.1
		2.3	2.3.1


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Year: I

Semester: I

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0106	Computer Applications for Business	4	-	-	04

Course Outcomes:

- CO1: Understand the importance and the role of information technology
- CO2: Able to identify different types of database management systems
- CO3: Able to perform MS office tools
- CO4: Familiar with different types of network technologies
- CO5: Able to apply different types of ERP packages.

Unit I: Components of a system: Meaning and nature – Role of IT in various sectors - Information technology management - Strategies for gaining IT advantage, role of MIS in global business

Unit II: Database Management Systems: Introduction to DBMS - Applications to data base - concepts, data access methods – Types of data processing-data base languages, Business application of IS - Enterprise software management system in business organization - CRM, SCM, DSS and its relationship.

Unit III MS-Word - MS-Excel: MS-Word, Formulae, Graphs, Basis Statistical Formulae, MS-Access, MS-PowerPoint - Creating Effectiveness presentations.

Unit IV: Concepts of Data Communication: Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web.

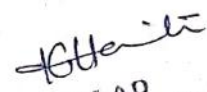
Unit V: Introduction to ERP:

ERP, ERP Business Scenario, ERP Classification, Waterfall approach to ERP Implementation, ERP Software, ERP Software Tools, Advantages of ERP Software.

Textbooks:

1. Alexis Leon, & Mathews Leon -, Fundamentals of Information Technology, Vikas.
2. C Laudon and Jane P. Laudon, et al, Management Information Systems, Pearson Education.
3. Rainer, Turban, Potter, Introduction to Information Systems WILEY-India.

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.1	1.1.1
CO2	PO2: Data-based decision making.	2.1	2.1.1
		2.2	2.2.1
CO3	PO2: Data-based decision making.	2.1	2.1.1
		2.2	2.2.1
CO4	PO1: Management Theories and Practices	1.4	1.4.1
CO5	PO2: Data-based decision making.	2.2	2.2.2


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Subject Code	Subject Name	L T P	Credits
19MBA0107	English Communication Lab	- - 3	1.5

Course Outcomes:

- CO1: Understand the need of communication skills
 CO2: Able to identify different types of Phonetics
 CO3: Able to perform listening exercises
 CO4: Familiar with different types of speaking skills
 CO5: Able to apply writing and reporting techniques

Unit I- Understanding the need of Communication Skills for Managers and the importance of effective communication, role play activities

Unit II-Phonetics – Introduction to sounds of speech, vowels and consonants, phonetic transcription, orthographic transcription, syllabification, word stress, Innovation, Accent, Rhythm and Situational Dialogues

Unit III-Listening exercises - listening with a focus on pronunciation (ear training): segmental sounds, stress, weak forms, intonation - listening for meaning (oral comprehension) : listening to talks, lectures, conversations, discussions, jokes, riddles etc.

Unit IV- Speaking Skills –Expressing opinions, Telephone conversations, PPT Presentations, Poster Presentations, Welcome Address (Inviting Dignitaries to department workshops, symposiums and university functions), proposing vote of thanks and Mock Interviews.

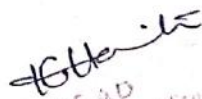
Unit V-Writing and Reading exercises:- Reading and writing comprehensions, Note making after reading a text, showing the main idea and supporting ideas and the relationships between them -Practice in writing paragraphs, short essays and summaries etc.

Text Books

1. K-Van Solutions-Advanced communication Lab
2. Sky pronunciation for Phonetics.
3. Basic Business Communication Skills for empowering the internet generation, LesikarFlatelty, Tata McGraw Hill.
4. Business Communication for Managers, Penrose, Rasberry and Myers, Cengage.
5. A Text Book of English Phonetics for Indian Students by, T.Balasubramanian, McMillan.
6. Oxford Advanced Learner's Dictionary.
7. BCOM, Mala Sinha, Cengage
8. Business Communication, Bovee, Pearson.
9. Business Communication, Locker, Kaczmarek, Tata McGraw Hill.
10. Speaking and Writing for Effective Business Communication, Francis, MacMillan India Ltd.
11. Business Communication, Asha Kaul, PHI.
12. Speaking about Science, A manual for creating clear presentations, Scott Morgan and BarretWhitner, CUP.
13. The Ace of Soft Skills, Gopal Ramesh and Mahadevan Ramesh, Pearson Education.
14. From Campus to Corporate, Ramachandran KK and Karthcik KK, MacMillan India Ltd.

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of Cos	PO no. and keyword	Competency Indicator: Description	Performance Indicator: Description
CO1	CO1	PO1: Management Theories and Practices	1.1
CO2	CO2	PO2: Data-based decision making.	2.1 2.2
CO3	CO3	PO2: Data-based decision making.	2.1 2.2
CO4	CO4	PO1: Management Theories and Practices	1.4
CO5	CO5	PO2: Data-based decision making.	2.2


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Subject Code	Subject Name	L T P	Credits
19MBA0108	Data Analysis Lab using Excel	- - 3	1.5

Course Outcomes:

- CO1: Able to apply MS word and MS Power Point tools
- CO2: Able to understand and apply MS Excel functions
- CO3: Able to perform problems related parametric tests
- CO4: Familiar with the concept of the correlation
- CO5: Able to apply regression equations

Unit-I: MS-Word-Creation of Document- Format Document-Text editing and saving-Organizing information with tables and outlines-Mail merge-Publishing documents on Web. **MS Power Point**- Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc

Unit-II: MS Excel-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts

Unit-III: Sample test for means-T-test, Z-test, ANOVA, one way, two way..

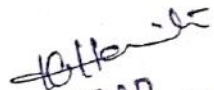
Unit-IV: Correlation-Significance and application, Pearson & Spearman Correlation

Unit-V: Regression-Simple linear regression, multiple regression.

References:

- Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
- David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.
- Alexisleon, TMH, 2008, Enterprise resource planning.
- The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford.

List of Cos	PO no. and keyword	Competency Indicator: Description	Performance Indicator: Description
CO1	CO1	PO1: Management Theories and Practices	1.1
CO2	CO2	PO2: Data-based decision making.	2.1 2.2
CO3	CO3	PO2: Data-based decision making.	2.1 2.2
CO4	CO4	PO1: Management Theories and Practices	1.4
CO5	CO5	PO2: Data-based decision making.	2.2


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Subject Code	Subject Name	L	T	P	Credits
19MBA0109	Human Values and Professional Ethics	2	-	-	-

Course Outcomes

- CO1: understand the variety of moral issues
- CO2: To know the principles of Ethics and morality
- CO3: To gain knowledge on Risk benefit analysis
- CO4: To understand the topics related to intellectual property rights and corporate responsibility
- CO5: To gain knowledge about Competence and Professional Ethics

1. Variety of Moral Issues:- Understanding the Harmony in the Society (society being an extension of family), Integrity, Work Ethic, Courage, Empathy, Self Confidence, Moral Autonomy, Concensus and Controversy, Professional and Professionalism, Professional Ideas and Virtues.

2. Principals of Ethics and Morality:- Ethics as a Subset of Morality, Ethics and Organizations, Employee Duties and Rights, Discriminatory and Pre-judicial Employee Practices, Understanding Harmony in Nature, Natural Acceptance of Human Values.

3. Risk Benefit Analysis:- Reducing Risk, The Government Regulators Approach to Risk, Handling Ethical Dilemmas at Work, Market Strategy and Ethics, Ethical Practice in Market Place, Ethics in Finance, Ethics in Business and Environment.

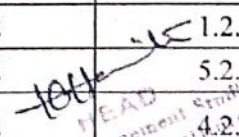
4. Collegiality an Loyalty:- Respect of Authority, Collective Bargaining, Confidentiality, Professional Rights, Intellectual Property Rights, Multinational Corporations, Honesty, Moral Leadership, Sample Code of Conduct, Corporate Responsibility. Social Audit and Ethical Investing, Computer and Ethics, Management Patterns

5. Competence and Professional Ethics- i) Ability to Utilize the Professional Competence for Augmenting Universal Human Order, ii) Ability to identify the scope and Characteristics of people-friendly and eco-friendly production, iii) Ability to identify and develop appropriate technologies, and Management and pattern for above production system. Strategy for Transition from the Present State to Universal Human Order-i) At the Level of Individual- as Socially and Ecologically Responsible Technologists and Managers, ii) At the Level of Society- Mutually Enriching Institutions and Organizations. Case studies of typical holistic technologies and management patterns.

References

- Ethics in Engineering , Mike Martin and Roland Schinzinger, McGrawHill.
- Engineering ethics-concepts and cases, Charles E Harris, Michael S Pritchard, Thompson Learning.
- Ethics and the conduct of business ,John R Boatright, Pearson education.
- Ethical Choices in Business, R.C.Sekhar, Response Books.
- Business ethics, William Shaw , wordsworth Publishing company.

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3	1.3.1
CO2	PO2: Data-based decision making.	2.1	2.1.1
CO3	PO1: Management Theories and Practices	1.2	1.2.1
CO4	PO5: Team environment	5.2	5.2.1
CO5	PO4: Global, Economic, Legal, and Ethical aspects of business	4.2	4.2.1


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**ANNAMACHARYA INSTITUTE OF TECHNOLOGY & SCIENCES::TIRUPATI
(AUTONOMOUS)**

Year: I

Semester: II

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0201	Human Resource Management	4	-	-	04

Course Outcomes

- CO1: Understand the importance of human resources in organizations.
- CO2: To know the employee recruitment, selection and retention plans and processes.
- CO3: To gain knowledge on employee induction, training and development.
- CO4: To analyze the extent to which human resource management affects firm's performance.
- CO5: To Study various trends in the human resource management.

Unit: I Introduction to HRM: Definition of HRM–Evolution of HRM, HRM functions and objectives, HRM policies – Personnel vs Human resource management - HRM & competitive advantage – Role of HR manager – Strategic Human Resource Management.

Unit: II The concept of Best Fit employee: Job Analysis, Job Design –process of Human Resource Planning – Need for Human Resource Planning – concept of Recruitment – selection process – Induction – placement, employee retention.

Unit: III Training & Development: Meaning of Training, purposes of training – methods of training – evaluation of training – Executive Development – Career Planning & Development – career stages.

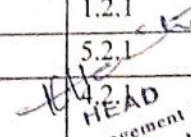
Unit: IV Performance Management & Compensation: Performance appraisal – methods of performance appraisal – promotion, transfer and separation – Compensation – Objectives of compensation – Job evaluation – factors influencing compensation.

Unit: V : Integration and International HRM: Quality of work life- Quality Circles – HR metrics -Artificial Intelligence in HRM – Domestic & IHRM comparison, cultural diversity & The Expatriate problem, Industrial Relations.

REFERENCES

1. Gary Dessler and Biju Varkkey, Human Resource Management, 14/e, New Delhi: Pearson Education, 2015
2. K. Aswathappa, Human Resource Management: Text and Cases, 7/e, New Delhi: McGraw Hill Education, 2013
3. Julie Beardwell & Tim Claydon, Human Resource Management: A Contemporary Approach, 6/e, England: Pearson Education, 2010
4. Raymond A. Noe., John R. Hollenbeck., Barry Gerhart and Patrick M. Wright, Fundamentals of Human Resource Management, 7/e, New York: McGraw Hill Education, 2016.
5. David A. DeCenzo., Stephen P. Robbins and Susan L. Verhulst, Fundamentals of Human Resource Management, 11/e, USA: Wiley., 2015
6. Subba Rao, Personnel and Human Resource Management – Text and cases, Himalaya.
7. VSP Rao, Human Resource Management, Text and Cases, Excel Books 2006.

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3	1.3.1
CO2	PO2: Data-based decision making.	2.1	2.1.1
CO3	PO1: Management Theories and Practices	1.2	1.2.1
CO4	PO5: Team environment	5.2	5.2.1
CO5	PO4: Global, Economic, Legal, and Ethical aspects of business	4.2	


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**ANNAMACHARYA INSTITUTE OF TECHNOLOGY & SCIENCES::TIRUPATI
(AUTONOMOUS)**

Year: I

Semester: II

Branch of Study: MBA

Subject Code	Subject Name	L T P	Credits
19MBA0202	Marketing Management	4 - -	04

Course Outcomes

- CO1: Learn the basic concepts of marketing and environment.
- CO2: To know the various factors that influence consumer behavior.
- CO3: To gain knowledge about various product and pricing strategies
- CO4: To Know the importance of promotion and distribution.
- CO5: To Study various trends in the marketing

Unit I: Overview of Marketing : Introduction-Definition, Nature, Scope- Importance of Marketing - Philosophies of Marketing- Marketing concepts- Marketing Mix - Marketing Environment, Essential qualities of a Marketing Manager.

Unit II: Building Customer Value: Satisfaction, consumer behavior- business buying behavior -factors influencing buyer behavior - buying process - Market Segmentation -Requirement for effective segmentation -Evaluating market segmentation, selecting target market segmentation, positioning –Positioning Strategies.

Unit III: Product: Product levels- Classification of Products - New Product Development - Product Life Cycle: Strategies of PLC- Developing products & brands – product mix - Product mix decisions- packaging and labeling- Price: Factors influencing pricing - Pricing Objectives - Methods of Pricing


Unit IV: Promotion and Distribution: The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, factors affecting the promotion mix- direct marketing, Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. - Channels of Distribution: Definition - Need - Types of channels- retailing -wholesaling

Unit V: Recent trends in Marketing: relationship Marketing, Digital marketing, Social marketing, Post-modern marketing, market sustainability and ethics, Global marketing. Rural Marketing.

Text Books and References

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha-Marketing Management. Pearson- 14th Edition. New Delhi: 2007.
2. Armstrong, Gary and Philip Kotler., Principles of Marketing. PrenticeHall. New Delhi 2012.
- 3 Etzel., Marketing Concepts & Cases. Tata Mc Graw Hill, Latest.
4. Phillip Kotler, Marketing Management, Pearson.
5. Lamb, Hair, Sharma, Mcdaniel, Marketing, A South Asian Prospective, Cengage.
6. Paul Baines Chris Fill Kelly, Marketing Asian Edition, Oxford.
7. S.Neelamegham, Marketing in India, Text and Cases, Vikas .
8. Rajan Saxena,Marketing Management TMH.
9. V.S. Ramaswamy and S. Namakumari, Marketing Management, McMillan.

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3	1.3.1
CO2	PO2: Data-based decision making	2.1	2.1.1
CO3	PO2: Data-based decision making	2.3	2.3.1
CO4	PO5: Team environment.	5.2	5.2.1 5.2.2
CO5	PO4: Global, Economic, Legal, and Ethical aspects of business	4.1	4.1.1


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Year: I

Semester: II

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0203	Financial Management	4	-	-	4

Course Outcomes:

- CO1: To Understand the importance of Finance in an Organization.
- CO2: To understand the Investment evaluation criteria.
- CO3: To understand capital structure and value of a firm and their relationship.
- CO4: Able to Analyze the cost of Capital and also Distribution of Profits.
- CO5: To analyse the working capital requirements in an enterprise.

Unit I: Introduction to Finance: Nature, Scope and Functions of finance, Objectives of Financial Management. Profit vs. Wealth Maximization, Time Value of Money.

Unit II: Capital Investment Analysis: Nature of Capital Budgeting, Principles, Discounted Vs. Non-Discounted Cash Flows, Investment Evaluation Techniques: Pay Back Method, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability index. Risk analysis in capital budgeting.

Unit III: Financing Decision: Sources of Capital, Capital Structure- Meaning, Features, Optimum capital structure, Capital Structure Theories: Net Income Approach, Net Operating Income Approach, MM Approach. Leverage Analysis: Operating, Financial and Combined Leverage, Indifference point, Financial Break-even point, EBIT – EPS Analysis.

Unit IV: Cost of Capital: Simple and Weighted average cost of capital. Dividend decision: Relevance & Irrelevance theories, Factors determining dividend policy, Types of dividend policies.

Unit V: Working Capital Management: Concept, Need, Factors determining the working capital, Working capital cycle, Estimation of working capital, Management of current assets: Cash management, Accounts Receivables management and Inventory management.

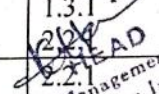
Text Books

1. V.K.Bhalla, Financial Management, S.Chand
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition,
3. MY Khan and PK Jain, Financial Management--Text and Problems, Tata McGraw- Hill
4. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition, 2010
- 5.Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.

References:

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
3. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning
4. Srivastava, Mishra, Financial Management, Oxford University Press, 2011

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3	1.3.1
CO2	PO2: Data-based decision making.	2.3	2.3.1
CO3	PO1: Management Theories and Practices PO2: Data-based decision making.	1.3 2.2	1.3.1
CO4	PO2: Data-based decision making.	2.2	
CO5	PO4: Global, Economic, Legal, and Ethical aspects of business	4.1	


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Year : I

Semester: II

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0204	Operations Management	4	-	-	4

Course Outcomes:

- CO1: Able to understand role, importance and functions of the POM
- CO2: To Understand types of product and process systems.
- CO3: Able to understand types of location and layouts.
- CO4: Able to solve various productivity related issues.
- CO5: Familiar with the knowledge of quality management techniques.

Unit: I :Production and Operations management : Meaning, scope, functions of POM, Production function, relationship with other functional areas, differences between services and manufacturing, types of production systems, Operations strategies.

Unit: II :Product Design, Process Design: Process planning, product and process development, CAD, CAM, Flexible manufacturing systems(FMS), Production planning and control, functions of PPC, Aggregate planning, Master production scheduling(MPS), Capacity planning, types- alternative strategies- Make or buy decision.

Unit: III: Plant location & Layout: Factors affecting plant location, Plant Location Theories, Plant layout, principles of layout, and types of Plant layout-Maintenance- types of Maintenance.

Unit: IV: Scheduling in job shop, mass production- Forward and backward scheduling, line balancing. Basic concepts of productivity- Improving productivity-Work study- Method study-Work measurement- behavioral aspects in Job design, Ergonomics.

Unit V: Inventory Management & Statistical Quality control- Control charts for variables, control charts for attributes, Acceptance sampling, OC curves, Total Quality Management, ISO 9000, Six Sigma, JIT, Kaizen, Lean manufacturing. Inventory- classification of inventories- inventory control techniques.

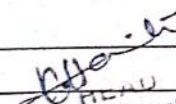
Text books

1. Aswathappa K & Sridhara Bhatt "Production and Operations management", Himalaya Publishing House, New Delhi 2014.

References

1. Adam E Everett, Ebert J , Ronald Jr. "Production & Operations Management, Prentice Hall of India Pvt Ltd., New Delhi, 2013
2. Norman Gaither, "Production and Operations Management" ,The Dryden Press, Chicago, 2013
3. S N Chary, "Production and Operations management", Tata McGraw Hill
4. Stevenson, "Operations management", 8e, Tata McGraw Hill

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3	1.3.1
CO2	PO1: Management Theories and Practices	1.3.	1.3.1
CO3	PO2: Data-based decision making.	2.1 2.2 2.3	2.1.1 2.2.1 2.3.1
CO4	PO2: Data-based decision making.	2.2 2.3	2.2.1 2.3.1
CO5	PO1: Management Theories and Practices	1.4	1.4.1


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Year : I

Semester: II

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0205	Business Research Methods	4	-	-	04

Course Outcomes:

- CO1: Understand relevance of research in business decision making
- CO2: Understand the need and application of data and sampling methods
- CO3: To Know and apply inferential statistical methods
- CO4: To study and practice the Dependency and Independency Techniques
- CO5: To Study and practice Report Writing.

Unit 1: Business Research: Introduction, Management uses of Business research, Problem Formulation & steps in decision Making Process. Research Design: Introduction, Exploratory Research, Descriptive research, Causal/ Experimental Research Design, Relationship between different types of designs.

Unit 2: Research Design: Identifying, accessing and managing sources of information, Data Collection Methods, Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & interpretation of Data, Development of questionnaire. Sample Design, Sample Plan, Probability & Non- Probability Sampling, Sample Size, etc., Attitude Measurement through different types of scales.

Unit 3: Hypothesis testing: Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. Chi-Square distribution, Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).

Unit 4: Uni- Variate, Bi -Variate & Multi -Variate Analysis: Dependency Techniques- Multiple Regression, Discriminant Analysis, MANOVA, Conjoint Analysis. Independency Techniques-Factor Analysis, Cluster Analysis, Multidimensional Scaling.

Unit 5: Analysis and Interpretation: Report Writing, Components of Research Proposal, Components of Research Paper

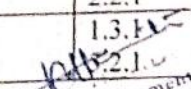
Text Books

1. Tull, Donald S, Hawkins Del I, Marketing Research:Measurement and Methods PHI 2003
2. Malhotra , Naresh, Marketing Research , PHI 2002
3. Nargondkar, Marketing Research, TMH, 2003
4. Business Research Methods by Zikmund

References

- 1 Marketing Research Text & Cases Wrenn, Stevens,
- 2 Research Methodology Zikmund

List of Cos	PO no. and keyword	Competency	Performance Indicator
CO1	PO2: Data-based decision making.	2.1	2.1.1
CO2	PO2: Data-based decision making.	2.2	2.2.1
CO3	PO2: Data-based decision making.	2.2	2.2.1
CO4	PO2: Data-based decision making.	2.1 2.2	2.1.1 2.2.1
CO5	PO1: Management Theories and Practices PO5: Team environment.	1.3 5.2	1.3.1.1 2.1.1


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Year: I

Semester: II

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0206	Operations Research	4	-	-	04

Course Outcomes:

- CO1: To understand basic concepts of operations research applications of LPP problems
- CO2: To study and solve various Assignment and Transportation Problems
- CO3: To understand and solve various game theory problems
- CO4: To study various queuing models
- CO5: To Study various project management techniques

Unit 1: Introduction to OR: Meaning, Nature, Scope & Significance of OR - Typical applications of Operations Research. The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P, Graphical solution to L.P.P, Simplex Method, Artificial Variable techniques, Two Phase Method, Variants of the Simplex Method.

Unit 2: Transportation Problem: Introduction, Transportation Model, Finding initial basic feasible solutions, moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy. Assignment Problem – Introduction, Mathematical formulation of the problem, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment problems, Maximization in Assignment Model. Travelling Salesman Problem.

Unit 3: Game Theory: Concepts, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principle of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Applications.

Unit 4: Queuing theory: Introduction – Characteristics– poisson arrivals – exponential service times – Types of waiting line models - Single channel and multichannel problems.

Unit 5: Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in Project Planning and Control, Crashing of projects.

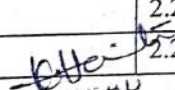
Textbooks:

- S.D.Sharma-Kedarnath, Operations Research

References:

- Hiller & Libermann Introduction to O.R (TMH).
- A.M.Natarajan, P.Balasubramani,A. Tamilarasi, Operations Research, Pearson Education.
- Maurice Saseini, Arhur Yaspan & Lawrence Friedman, Operations Research: Methods & Problems, Pearson
- Barry Render, Ralph M. Stair, Jr and Michael E. Hanna, Quantitative Analysis For Management.
- R.Pannerselvam, Operations Research PHI Publications.
- Wagner, Operations Research, PHI Publications.

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices PO2: Data-based decision making.	1.1 2.2	1.1.1 2.2.1
CO2	PO2: Data-based decision making.		
CO3	PO2: Data-based decision making.	2.1	2.1.1
CO4	PO2: Data-based decision making.	2.2	2.2.2
CO5	PO2: Data-based decision making.	2.2	2.2.1


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Semester: II

(AUTONOMOUS)

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0207	Business Analytics Lab	-	-	3	1.5

Course Outcomes:

- CO1: To formulate and analyze sales department data
- CO2: To analyze the financial capital budgeting decisions
- CO3: To become familiar with the processes, analyze and report human resources data
- CO4: Understand and use of accounting packages for analysis of business problems
- CO5: Create, Manage and Report the company related information

Unit I: Storing and Retrieving of data of customers, sales, dealers, products and perform trend analysis (Tables, graphs and charts) (using MS-Excel).

Unit II: Capital Budgeting decisions, Calculations of NPV, IRR, Profitable Index, preparation of budget, Calculation of cost of capital (using MS-Excel).

Unit III: Create and manage the department wise Employees database and Salary Administration (using MS-Excel).

Unit IV: Creation of company, Preparation of Ledger, Posting Trial Balance, Profit and loss account, Balance sheet (Sole Traders) (Tally ERP).

Unit V: Understanding Information Systems, Design of Management information systems and application of MIS (Detailed presentation) (MS-Power Point).

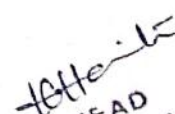
Suggested Readings:

Foundations of Information Technology Course book 9: Windows 7 and MS Office 2007 (With MS Office 2010 Updates)-Sangeeta Panchal,Alka Sabharwal

References:

- Ms Office-Sanjay Saxena
- Ms Office Excel-Frye, PHI publications
- Ms Office Access- Step by step, PHI publications
- Reading material on accounting packages.
- SPSS User manual

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.1	1.1.1
	PO2: Data-based decision making.	2.2	2.2.1
CO2	PO2: Data-based decision making.	2.2	2.2.1
CO3	PO2: Data-based decision making.	2.1	2.1.1
CO4	PO2: Data-based decision making.	2.2	2.2.2
CO5	PO5: Team environment.	5.2	5.2.1


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Subject Code	Subject Name	L	T	P	Credits
MBA0208	Business Communication Lab	-	-	3	1.5

Course Outcomes:

- CO1: To know the essential principles and use these in oral presentation.
 CO2: To understand and apply effective written communication skills.
 CO3: To Practice Business Correspondence.
 CO4: To Learn & Practice Written & Oral Instructions.
 CO5: To Learn effective Report Writing.

Unit -I Presentation Skills: Elements and types of oral presentation, structuring and principles of visual presentation

Unit -II: Business Writing: Introduction, Importance of Written Business Communication, Direct and Indirect Approach to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

Unit -III: Business Correspondence: Introduction, Business Letter Writing, Effective Business Correspondence, Components of Business Letters, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

Unit -IV: Instructions: Introduction, Written Instructions, General Warning, Caution and Danger, Oral Instructions. Practice Exercises.

Unit -V: Business Reports and Proposals: Meaning of Reports, Parts of a Report, Steps in writing an effective Business Report. **Careers and Resumes:** Introduction, Career Building, Electronic and Video Resumes and Write your resume to market yourself.

Text Books and References

- Business Communication, C.S.Rayudu, HPH.
- Business Communication, Meenakshi Raman, Oxford University Press.

References:

- Business communication, Shalini Varma, Vikas.
- Business Communication, Raymond V.Lesikar, Neeraja Pandit et al.,TMH
- English for Business Communication, Dr.T.M Farhatulla, Prism books Pvt. Ltd.
- Business Communications, Hudson, Jaico Publications
- Business communication for managers, Penrose, Raspbery, Myers, Cengage
- The Skills of Communication, Bills Scot, Gower publishing company Limited,

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3	1.3.1
CO2	PO2: Data-based decision making.	2.1	2.1.1
CO3	PO2: Data-based decision making.	2.1	2.1.1
CO4	PO1: Management Theories and Practices	1.5	1.5.1
CO5	PO5: Team environment.	5.2	5.2.2

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Subject Code	Subject Name	L T P	Credits
19MBA0209	SEMINAR ON EMERGING TOPICS	- - 2	0

The objective of the seminar is to evaluate the skills required for the managers viz., communication skills, logical skills, analytical skills, presentation skills, persuasion skills, decision making skills acquired by the students in the course of M.B.A and to analyze the managerial capabilities.

Students are required to present a seminar on any contemporary issue of the business.

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Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L T P	Credits
19MBA0301	ENTREPRENEURSHIP	4 - -	4

Course outcomes

- CO1 To understand and learn basic concepts of entrepreneurship
- CO2 To Learn various aspects of Idea generation and Financing of projects.
- CO3 To understand the concept of project.
- CO4 To understand various strategies related to marketing.
- CO5 To understand women and rural entrepreneurship.

UNIT 1: Nature and Forms of Entrepreneurship: Features - Entrepreneur's competencies, attitude, qualities, and functions. Entrepreneurial scenario in India and Abroad. Small Business, Importance in Indian Economy, Types of ownership- corporate entrepreneurship / Intrapreneurship - Role of Government in the promotion of Entrepreneurship.

UNIT2: Aspects of Promotion and Financial Aspects of the Entrepreneurship: Idea generation – opportunities - SWOT Analysis - Intellectual Property Rights. Source of Capital, Debt capital, seed capital, venture capital - Informal Agencies in financing entrepreneurs, Government Grants and Subsidies, Types of Investors and Private Offerings.

UNIT 3: Project Planning and Feasibility Studies: The Concept of Project, Project Life Cycle - Project Planning, Feasibility – Project proposal & report preparation, Business opportunities and Incubators.

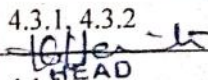
UNIT 4: Entrepreneurial Strategy: Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation, environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.

UNIT 5: Women and Rural Entrepreneurship and EDPs: scope of entrepreneurship among women, promotional efforts supporting women entrepreneurs in India – Successful cases of women entrepreneurs.-Need, Rural Industrialization, MSMEs – Role of NGO's – Organising EDPs – Need, Objectives, and Evaluation of Entrepreneurship Development Programmes.

References:

1. Entrepreneurial Development, S. Chand and Company Limited, S.S. Khanka.
2. Fundamentals of Entrepreneurship, H. Nandan, PHI.
3. Entrepreneurship, 6/e, Robert D Hisrich, Michael P Peters, Dean A Shepherd, TMH.
4. The Dynamics of Entrepreneurial Development and Management, Vasanth Desai, Himalaya.
5. Entrepreneurship Management – text and cases, Bholanath Dutta, Excel Bo

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO2: Data based decision making	2.1	2.1.1
CO3	PO4: Global, ethical, legal and economical aspects of business	4.1, 4.2	4.1.1, 4.2.1
CO4	PO4: Global, ethical, legal and economical aspects of business	4.3	4.3.1, 4.3.2
CO5	PO4: Global, ethical, legal and economical aspects of business	4.1	4.1.1


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II Semester III

Branch of Study: MBA

Subject Code: 19MBA0302	Subject Name: Innovation and Technology Management	L T P 4 - -	Credits: 4
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Course outcomes

- CO1 To understand the technology and technology management.
CO2 To know the Technology forecasting and acquisition methods.
CO3 To create awareness of adaptation of technology and diffusion
CO4 To gain knowledge over strategy and competitiveness of innovation
CO5 To create awareness on product and service technology

Unit 1: Concept and Meaning of Technology and Technology Management- Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology Innovation and Technology- Innovation – Technology relationship; Technological innovation and management, Process of Technology - Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus for Productive Innovation, Measures for Building High-Performing Innovative Technology- Based Organizations.

Unit 2: Technology Forecasting: Concept of Technology Forecasting- Characteristics of technology forecasting ; Principles of technology forecasting, Technology Forecasting Process, Planning and Forecasting, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology, Economy of scale or Scale economy; Levels of scale; Factors affecting the choice of scale.

Unit 3: Technology Adoption, Technology Diffusion- Perspectives of innovation diffusion process; Activities necessary for diffusion process, Technology Absorption- Role, Benefits Constraints. Technology Package and Technological Dependence, Indian Experience in Technology Absorption Efforts, Issues Involved in the Management of Technology Absorption and Government Initiatives.

Unit 4: Technology Strategy and Competitiveness: Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components Creation ,Using Value Chain, Technology Management Evaluation or Assessment of New Technologies, Selection, Implementation, Automation and decisions.

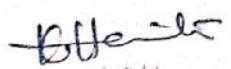
Unit 5: Product Technology: Product Development, Role of Government in Technology Management, Technology Development and Competition, Managing Research & Development (R & D), Intellectual Property Management, service technology, management of the service technology.

Text Books :

1. Sanjiva Shankar, Technology and innovation management, Dubey publisher: PHI learning, 2017.
2. Margaret A. White , Garry D. Bruton, The Management of Technology and Innovation: A Strategic Approach, 2nd Edition, 2014.
3. Joe Tidd, John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, 2014.

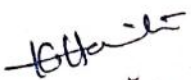
Reference Books:

1. Dodgson, M. Gann, D. and Salter A. The management of technological innovation: strategy and practice, Oxford University Press, 2008.
2. Melissa Schilling: Strategic Management of Technological Innovation, McGrawHill, International Edition 2011.


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of	PO no. and keyword	Competency Indicator	Performance Indicator
CO1:	PO4; Global, ethical, legal and economical aspects of business	4.1	4.1.1
CO2	PO2: Database decision making	2.1	2.1.1
CO3:	PO1: management theories and practices	1.4	1.4.1
CO4	PO2: Database decision making	2.2	2.2.1
CO5:	PO4: Global, ethical, legal and economical aspects of business	4.2	4.2.1


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Year: II Semester: III Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0303	Investment Analysis & Portfolio Management	4	-	-	4

Course objectives

- CO1 To Understand the importance of savings and investments.
- CO2 To measure & evaluate risk and return of stocks.
- CO3 To familiar valuation Techniques of equity and bonds etc.
- CO4 To gain knowledge on company and industry performance and economy indicators.
- CO5 To obtain a knowledge on Portfolio analysis.

Unit- I: Investment: Definition, Objectives, Various Investment avenues, Process of Investment, Investment and Speculation. Introduction to stock markets and objectives, Trading Mechanism, Stock index, Types of index, IPO Process.

Unit II: Risk & Return analysis in investment: Measurement of Risk and Return: Revenue Return and holding period return – Calculation of expected return, Risk factors, Risk classification – Systematic risk – Unsystematic risk – Standard deviation – Variance– Beta.

Unit III: Valuation of Securities: Types of Securities – Stock valuation, valuation based on accounting information, valuation based on dividends, valuation based on earnings- Approaches of valuation – Bond valuation – bond yield – bond value theorem-Preference share Valuation – Common stock Valuation.

Unit IV: Fundamental and Technical Analysis: Framework of Fundamental analysis- Economic analysis, Industry analysis-Industry Life cycle - Company analysis, Fundamental Analysis Vs Technical Analysis - Dow Theory, Indicators & patterns – efficient market Hypothesis-Random walk hypothesis.

Unit V: Portfolio Management: Process of Portfolio Management, Modern Portfolio Theory – Portfolio models – Markowitz model – Sharpe single index model, Capital Asset Pricing Models. Portfolio evaluation and Revision: Sharpe ratio, Treynor's ratio, Jensen's Index- Measures of portfolio performance.

Text Books:

1. Sashidharan and Alex Mathew- Security analysis and portfolio management- Tata McGraw Hill Publication 2011.
2. V.K.Balla, Investment Management, S.Chand Company Ltd
3. Punithavathy Pandian, Security Analysis and Portfolio Management ,Vikas

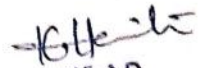
References:

1. Charles P Jones-Investment analysis and management 9th edition-Wiley
2. Herber B. Mayo- an introduction to investment- Cengage Learning-2nd edition, 2010.
3. Kane, Bodiem marcus- essentials of investment – McGraw Hill
4. Chandra, Investment Analysis and portfolio management, Tata McGraw Hill .
5. Ranganatham & Madhumathi, Security Analysis Portfolio Management, Pearson Education.
6. Avadani, Security analysis and portfolio management, Himalaya publishers.
7. Preethi Singh, Investment Management, Himalaya Publishing House, Mumbai..

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of	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management Theories and Practices	1.3	1.3.1
CO2	PO4: Global, ethical, legal and economical aspects of business	4.1	4.1.1
CO3	PO2: Database decision making	2.2	2.2.1
CO4	PO2: Database decision making	2.3	2.3.1
CO5	PO2: Database decision making	2.3	2.3.1


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Subject Code	Subject Name	L T P	Credits
19MBA0304	Human Resource Analytics	4 - -	4

Course Outcomes :

- CO1 To understand the importance of HR metrics to support HR decisions.
- CO2 To understand the various reporting requirements related to HR .
- CO3 To identify the quantitative techniques suitable for the analysis of employee data.
- CO4 To understand the Analytics process.
- CO5 To know how to present the HR data effectively.

Unit I: Human Resource Metrics and Analytics: HR Analytics Defined, The Role and importance of Analytics in HR- Evolution of Analytics –HR's Value Proposition, Understanding HR indicators, metrics and data, Data collection– tracking, entry, Relational databases and HR systems.

Unit II: An Overview of HR Regulations and Reporting Requirements: HR Policies, Procedures, and Guidelines– Key Regulations and Reporting Requirements– Metrics, Benchmarks, and Other Indicators– Connecting Missions/Goals to HR Benchmarks and Metrics.

Unit III: Analytics Tools and Techniques for HR Professionals: Key Systems of Record for HR Data– Software Tools– Excel Quantitative Techniques– Excel Visualization– Excel Analytic techniques– Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel), Benchmarking and best practices,

Unit IV: The Analytics Process Model: The Analytics Process Model and Its Phases– Applications-HR Score Cards, Strategy Maps

Unit V: Presenting HR Data: Effectively Presenting HR Data– Staffing, Supply and demand forecasting, total compensation analyses, Cost justification–return on investment, communicating recommendations.

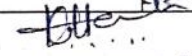
Text Books:

1. HR Analytics: Understanding Theories and Applications by Dipak Kumar Bhattacharyya
2. HR Analytics: The What, Why and How. by Tracey Smith 2013

References:

1. Predictive Analytics for Human Resources (WILEY & SAS Business) Hardcover – 2014 by Jac Fitz-Enz (Author),John R. Mattox II (Author)

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.2	1.2.1
CO2	PO2: Data based decision making	2.1	2.1.1
CO3	PO2: Data based decision making	2.3	2.3.1
CO4	PO2: Data based decision making	2.2	2.2.1
CO5	PO5: Team environment	5.2	5.2.1


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Year: II Semester III

Branch of Study: MBA

Subject Code: 19MBA0305	Subject Name: Consumer Behavior	L T P 4 - -	Credits: 4
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Course objectives

- CO1 To understand the factors influencing individual consumer behavior
- CO2 To learn different modes of consumer behavior
- CO3 To study and analyze different types consumer behavior
- CO4 To study the cross cultural behavior of different consumers
- CO5 To create awareness regarding consumer protection mechanism

Unit 1: Introduction to Consumer Behavior and Consumer Research: – Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Development of Marketing Concept, Consumer Behavior and its Applications in Marketing, Consumer Research Process

Unit 2: Consumer Motivation: Introduction, Needs and Goals, Motivational Theories, consumer Personality: Self-concept, personality Theories, Consumer Perception: Sensation, Perceptual Selection, Perceptual Organization, Consumer Learning, Memory and Involvement: Components of Learning, Behavioral Theory, Cognitive Learning Theory, Consumer Attitudes: Functions of Attitude, Attitude Models.

Unit 3: Consumer Behavior and Marketing Communications: Communications Process, Interpersonal Communication, Persuasive Communication, Consumer Decision-making Process: Outlet Selection, Purchase and Post Purchase Behavior, Cultural Influences on Consumer Behavior: Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications.

Unit 4: Social Class and Group Influences on Consumer Behavior: Nature of Social Class, Social Class Categories, Group Influences, Types and Nature of Reference Groups, Applications, Conformity to Group Norms and Behavior, Family Life Cycle Stages, nature of Family Purchases and Decision-making Diffusion of Innovation Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process.

Unit 5: Alternative views on Consumer Behavior – Marketing Ethics and Consumer Behavior – consumer protection and regulations of markets in India.

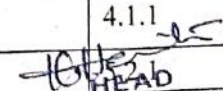
Text Books:

- Hawkins 'Consumer Behaviour– Building Marketing Strategy', 11th Edition, Tata McGraw Hill Pvt. Ltd. 2011.
- Michael Solomon 'Consumer Behaviour', 9th Edition, PHI Learning Private Ltd.

Reference Books:

- Leon G. Schiffman and Leslie Lasar Kanuk, 'Consumer Behaviour', 10 Edition, Pearson Education, India, 2012.
- David L. Loudon and Albert J. Della Bitta, 'Consumer Behavior', McGraw Hill, New Delhi 2010.

List of COs	PO no. and keyword	Competency	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO2: Data based decision making	2.1	2.1.1
CO3	PO2: Data based decision making	2.1	2.1.1
CO4	PO4: Global, ethical, legal and economical aspects of business	4.1	4.1.1
CO5	PO5: team environment	5.2	


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Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0306	Managing Digital Innovation and Transformation	4	-	-	4

Course Outcomes

- CO1 To study the fundamental concepts of digital transformation
- CO2 To create awareness on digital transformation models
- CO3 To familiar with social media transformation process
- CO4 To study the challenges facing in a digital media strategy
- CO5 To understand the recent trends in digital transformation

Unit I: Introduction to Digital Transformations: The five domains of digital transformations – customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition

Unit: II: Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-service, and organizational culture

Unit: III: Social Media Transformation: understand requirements, document goals, and objective and social media tactics; establish potential future state operating model, gap analysis and recommendations.

Unit IV: Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy.

Unit V: Digital transformations in the space of cloud computing: prepare and drive digital transformations.

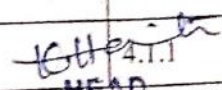
Text books:

- Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
- Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
- Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited, 2017 (23rd reprint)

Reference:

- Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing), 2016.
- Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
- Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014.

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1:Management theories and practices	1.3	1.3.1
CO2	PO1: Management theories and practices	1.4	1.4.1
CO3	PO4:Global, ethical, legal and economical aspects of business	4.1	4.1.1
CO4:	PO4: Global, ethical, legal and economical aspects of business	4.1, 4.3	4.1.1, 4.3.1
CO5	PO4: Global, ethical, legal and economical aspects of business	4.1	4.1.1


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Year II

Semester III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0307	FINANCIAL MARKETS AND SERVICES	4	-	-	4

Course outcomes

- CO1 To equip the students take potential concrete decisions on sourcing the funds and also on investing the funds
- CO2 To expose them tussle with the gravity of Risk in financial markets.
- CO3 To understand the working of financial system –commercial banks
- CO4 To understand appreciation about the utility of financial services and market information as a vital input for management information and decision making process.
- CO5 To understanding of the management of financial institutions

Unit 1: Introduction to Indian Financial System: Overview of Indian financial system – Functions of financial system – players – structures and growth – regulatory bodies - Function and Role of RBI, Monetary Policy and techniques of RBI

Unit 2: Money and Capital Markets : Indian money market – Instruments – Institutions – Functioning of Indian money market – Changes in the regulatory framework – Role of SEBI in regulating the stock markets- growth – stocks and bonds – primary and secondary markets – process of initial public offer – offer of government bonds – stock market functioning – stock indices – evaluation of stocks and bonds – understanding stock markets information- Derivatives Markets - Equity Markets- Mortgage Markets

Unit 3: The Banking and Non-banking Institutions: The public and the private sectors- Commercial and Co-operative banks. The Non-banking financial Institutions- Mutual Funds, Growth of Indian Mutual funds and its Regulation- The Role of AMFI, Insurance Companies- Role of IRDA

Unit 4: Financial services (fund based) : Lease and hire purchase –differences –types of lease-benefit of lease, merits of hire purchase and Factoring -Definition, Functions, Advantages, Evaluation, venture capital financing, Housing Finance

Unit 5: Financial services (Fee-based) : Stock broking, credit rating: CRISIL, ICRA & care- Merchant Banking, Merchant Banking in India, SEBI guidelines for Merchant Bankers, Functions-Role of merchant bankers in fund raising. Underwriting, Depository services, Challenges faced by investment Bankers.

Text Books:

1. Pathak, Bahraini V., (2007), the Indian Financial System: Markets, Institutions and Services, 2/e, Pearson Education India, New Delhi
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
3. Padmalatha Suresh and Justin Paul, —Management of Banking and Financial Services, Pearson, Delhi, 2012.
4. Pathak, Bharathi V., (2007), the Indian Financial System: Markets, Institutions and Services, 2/e, Pearson Education India, New Delhi.

References:

1. Financial Services and markets, Dr.Punithavathy Pandian, Vikas
2. Financial Markets and services, Appannaiah, Reddy and Sharma,

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List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO1: Management theories and practices	1.5	1.5.1
CO3	PO1: Management theories and practices	1.2	1.2.1
CO4	PO1 Management theories and practices	1.1	1.1.1
CO5	PO1: Management theories and practices	1.1	1.1.1


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Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0308	Performance Management	4	-	-	4

Course Outcomes

- CO1: To know the basic concept of Performance Management.
- CO2: To understand various methods of assessing performance.
- CO3: To understand various concepts of counseling and mentoring process
- CO4: To gain knowledge about team performance management
- CO5: To familiar with ethical issues relating to performance management

Unit-I: Introduction to Performance management: Concept -Performance management vs. performance appraisal-Performance management vs. Human resource management- Purposes- Significance - Performance management planning process and strategic planning.

Unit II: Performance Appraisal Methods: Ranking, Grading, Self Appraisal, Critical Incidents, Checklist, 360 Degree Appraisal, MBO, HR Audit, 7's Frame work, 720 Appraisal, Role of Technology in Performance Appraisal.

Unit III: Mentoring and Counseling: Mentoring - Concept of mentoring, Mentoring process- Counseling -Functions of counseling- Steps in counseling process.

Unit IV: Performance Management & Teams: Performance Management and Rewards, Team Performance, Performance of Learning Organizations and Virtual Teams: Team Performance Management, Performance Management and Learning Organizations, Performance Management and Virtual Teams

Unit V: Ethics in Performance Management: Ethics – An Overview, Ethics in Organizations, Unethical Practices, Ethics in Performance Management.

Text Books:

1. Performance Management –Herman Aguinis-Pearson Education, 2012
2. Performance Management- Prem Chanda-Macmillan, 2011

References:

1. Performance Management & Appraisal Systems– T V Rao-Response Books, 2002
2. Compensation and Reward Management-B D Singh-Excel Books, 2014
3. Employee Reward- Michael Armstrong-CIPD Publishing, 2006

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.5	1.5.1
CO2	PO2: Data based decision making	2.1	2.1.1
CO3	PO4 :Global, ethical, legal and economical aspects of business	4.1	4.1.1
CO4	PO4: Global, ethical, legal and economical aspects of business	4.3	4.3.1
CO5	PO4: Global, ethical, legal and economical aspects of business	4.3	4.3.2

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Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0309	Sales and Distribution Management	4	-	-	4

Course Outcomes :

- CO1 To understand the basics of sales management
- CO2 To create awareness towards the personal selling and sales force management
- CO3 To gain knowledge about the recent trends in sales management
- CO4 To understand the importance of the marketing channels
- CO5 To gain knowledge about the recent trends in distribution management

Unit: I Introduction to SM – Overview of Sales Management, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers.

Unit II: Understanding Personal Selling and Sales Force Management- Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force

Unit III: New Trends in Sales Management-Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers

Unit IV: Channel management- Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels, Wholesaling-Definition ,Functions & Types of Wholesalers, Strategic Issues in Wholesaling, Technology & Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling, Retailing- Definition of Retailers, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format


Unit V: Emerging Concepts in Distribution Management- Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

Text Books:

1. Tapan K. Panda, and Sunil Sahadev, Sales and Distribution Management, Oxford University Press, USA, 2005.
2. Still Richard R., Cundiff Edward W., Govoni Norman, A.P. Sales Management (5th ed.). New Delhi: Prentice hall of India.

References:

1. Dr. Gupta S.L. (2013). Sales and Distribution Management (1st ed.). New Delhi: Excel Books
2. Berman Barry (2009). Retail management (11th ed.). New Delhi: Prentice Hall. 4. Dutta Bholanath (2011). Sales and Distribution Management. New Delhi: I K International Publishing House Pvt. Ltd.


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List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO1: Management theories and practices	1.4	1.4.1
CO3	PO5: team environment	5.2	5.2.1
CO4	PO2: Data based decision making	2.1	2.1.1
CO5	PO4: Global, ethical, legal and economical aspects of business	4.1	4.1.1

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Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0310	E-Commerce and Digital Markets	4	-	-	4

Course objectives

- CO1 To learn about foundations of E-Commerce.
- CO2 To understand E-Business plan and address E-Commerce related issues.
- CO3 To gain insights on Business incubators.
- CO4 To learn about the E-marketing strategies and digital payment systems.
- CO5 To learn about E-marketing tools and E-Business entrepreneurship.

Unit I – E-Commerce : Understanding E-Commerce –E-Business models – E- Business and the global economy – Creating E-Business plan – Social and Behavioral issues – Ethical and regulatory issues

Unit II– Technology and Growth of economics foundations of E- Commerce : Technology and growth of E-Commerce – Economic foundations of E- Commerce– The strategy of e-business – Economics of e-business– E-Business Technologies

Unit III– E-business Channel functions: Business models on the Internet – Intermediation and dis-intermediation in e-commerce – Business Incubators – Distribution channel length function

Unit IV– Digital Payment Systems: Introduction to digital marketing – E-Marketing strategies – E-CRM – Electronic payment methods – Types of payment gateway – Digital Currencies – Digital signature

Unit V– E-Business Entrepreneurship: Designing Electronic market – strategic E-Marketing – E –Marketing Tool – E-Business Entrepreneurship

Text books:

1. Kenneth C.Laudon Carol Guercio Traver —E-Commercel , 14th edition, 2018, Pearson.
2. Russ, Henneberry —Digital Marketing for Dummiesl Willey January 2017
3. S.J.P.T.JOSEPH —E-Commerce: An Indian Perspective\ PHI , Edition, 2016

References:

1. Gary P.Schneider —Electronic Commercel Course Technology Inc 12th edition 2017
2. Vandana Ahuja —Digital marketing\ OXFORD HIGHER Education, 3th edition 2017
3. Shivani Arora, E-Commerce, 2017 edition.

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO1: Management theories and practices	1.4	1.4.1
CO3	PO2: Data based decision making	2.1	2.1.1
CO4	PO1: Management theories and practices	1.4	1.4.1
CO5	PO5: Team Environment	5.2	5.2.1

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Year : II

Semester : III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0311	BANKING AND FINANCIAL INSTITUTIONS	4	-	-	4

Course Outcomes

- CO1 Understand the importance of banking system
- CO2 Understand the comparison of banks and developments of the products
- CO3 Identify the various risks in bank operations and manage the risk while investing the funds
- CO4 Understand the global trends bank practices
- CO5 Appreciate the knowledge on global sources for banking activities

Unit 1 : Introduction to Banking: Introduction, Origin, Growth, Need, Indian banking structure and operations- Overview of lending products and loan appraisal process-Corporate loan life cycle-Trade finance, treasury, investment banking & wealth management. Recent trends in Banking Sector in India.

Unit 2: The Banking and Non-banking Institutions: The public and the private sectors – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and its Regulation. The Role of AMFI, Insurance Companies- Role of IRDA.

Unit 3: Risk Management in Banks : Risk definition - BIS – Basel Committee – Basel I, II and III norms; Risk Process- Risk Organization, Credit Risk Management, Liquidity and Market Risk Management, Operational Risk Management, Reporting of Banking Risk; Risk Adjusted Performance Evaluation of Basel III.

Unit 4: International Banking: Origin and Evolution of International banking – Global trends as reasons for growth of international banking., Growth and future prospects of International banking – Need for regulation of international banking in the current scenario.

International Banking Management: An Overview, Legal & Regulatory Framework, International Banking Operations Management, Risk Management in International Banking,

Unit 5 : International Financial Institutions: The World Bank Group – International Bank for Reconstruction and Development (IBRD) – IDA – IFC – MIGA – International Monetary Fund (IMF) in brief – Lending facilities – BIS – ADB – AFDB. **Special Issues:** Technology and International Banking; Globalization and International Banking; Financial Innovations in International Banking.

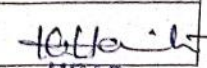
Text Books:

- John C. Hull, Risk Management and Financial Institutions , Pearson, 2009
- Prof. Clifford Gomez : Banking and Finance - Theory, Law and Practice, PHI Learning Private Limited.

References:

- Rose, Peter, and Sylvia Hudgins. Bank management and financial services. The McGraw– Hill, 2006.
- Paul, Justin, and Padmalatha Suresh. "Management of Banking and financial services." Second impression, Dorling Kindersley (India) Pvt. Ltd., PHI (Latest)

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO1: Management theories and practices	1.1	1.1.1
CO3	PO2: Data based Decision Making	2.2	2.2.1
CO4	PO1: Management theories and practices	1.4	1.4.1
CO5	PO1: Management theories and practices PO5: Team Environment	1.1 5.2	1.1.1 5.2.1


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Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0312	Organizational Change and Development	4	-	-	4

Course Outcomes

- CO1 To learn the concept of organizational change
- CO2 To understand Organizational development and role of the OD professionals
- CO3 To understand the different types of OD interventions
- CO4 To study tools and techniques for the evaluation of the OD
- CO5 To study the recent trends in Organizational Development

Unit I: Introduction to organizational change: Nature of change, organizational routines and mental models, types and styles of change, building capability for change, Leadership and change, cultural change, Dynamics of planned change, models and theories of planned change, strategies for implementing organizational change.

Unit II: Organizational development—Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Competencies Required for an OD Professional, Scope of the OD Professional.

Unit III: Designing Interventions : OD Interventions, Characteristics of OD Interventions, Conceptual Framework of OD, Managing OD Process, Classification of OD Interventions, team building Interventions, structural interventions, comprehensive OD interventions, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary nature of OD.

Unit IV: Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organizations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD—Issues Faced in OD.

Unit V: Evaluating OD Interventions: Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions.— Future of OD: Organizational Development and Globalization, Emerging Trends in OD

Text Books:

1. Organizational Theory, Design, and Change: Global Edition [Print Replica] Kindle Edition by Gareth R Jones
2. Organization development and change – Book by Edgar F Huse.

References:

1. Organization Development: The Process of Leading Organizational Change Book by Donald L. Anderson
2. Organization Development,-Wendell French and Cecil H Bell, Pearson Education.


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List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO1: Management theories and practices	1.4	1.4.1
CO3	PO2: Data based decision making	2.1	2.1.1
CO4	PO2: Data based decision making	2.1	2.1.1
CO5	PO4: Global, ethical, legal and economical aspects of business	4.1	4.1.1

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Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0313	Retail Management	4	-	-	4

Course Outcomes

- CO1 To familiarize with retailing concepts, strategies, and problems
- CO2 To identify and analyze retail business and its opportunities and limitations
- CO3 To understand the strategies to design store location and SCM
- CO4 To able to understand retail buying and merchandise buying systems
- CO5 To identify current marketing activities in use of technology in retailing

Unit I: Understanding Retail: Meaning and Definition – Characteristics – Evolution – Functions – Principles – Retail Sales Goals – Retailing in India – Retailing across the Globe –Reasons for Retail Growth – Emerging Trends

Unit II: Delivering value through retail formats: Store Based Retail Formats – Retail Sale by Ownership – On the Basis of Merchandise Offered (Food Based Retailer and General Merchandise Retailers). Non–Store Based (Traditional) Retail Mix and Non– Traditional Selling – Traditional Retailing, Non – Traditional Retailing and Other Emerging Retail Formats.

Unit III: Deciding Location: Store Location– Importance – Target and Store Location – Selection of Locality – Site Analysis – Trading Area Analysis– Demand Density – Supply Density – Site Availability – Common Errors – Recent Trends in Store Location. Supply Chain Management –Evolution – Why SCM – Innovation in SCM – Hierarchy of Supply Chain Decisions – Warehousing – Major Drivers of Supply Chain – Components of Supply Chain.

Unit IV: Retail Buying/Merchandise Buying Systems: Buying System for Staple and Fashion Merchandise – Merchandise Budget Plan – Open–To–Buy System – Allocation of Merchandise to Stores – Analyzing Merchandise Performance – Global Sourcing Decisions – Costs Associated with Global Sourcing – Managerial Issues – Ethical and Legal issues – Counterfeit Merchandise. Retail Marketing Segmentation: Concept – Identification of Target Market – Understanding Target Market – Market Demand Potential – market Supply Factors – Key Retail Segments.

Unit V: E–Retailing and Technology in Retailing: Retailing through Internet – Factors Affecting Internet Buying Decisions – Traditional Retailing Vs Cyber Retailing. In Store Technologies, Electronic retailing. Human Interface, Challenges etc

Text Books :

1. Retail Management: A Global Perspective –Harjit SinghS. Chand Publishing, 2009
2. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, ‘Retail Management’, Oxford University Press, 2005
3. Retail Management: A Strategic Approach– 9th edition, Berman, B. and Evans, J. R. (2003).
4. Arif Sheikh, Kaneez Fatima ‘Retail Management’, 4th edition, Himalaya Publishing House
5. Barry Berman, Joel R.Evans ‘Retail management, a strategic approach’ 8th edition, Pearson Education Asia
6. Michael Levy, Barton A Weitz, Ajay Pandit – ‘Retailing Management’ 6th edition (Special Indian edition) – Tata Mc Grawhill Publishing Co. Ltd.
7. David Gilbert ‘Retail Marketing Management’ 2nd edition, Pearson Education
8. Swapna Pradhan – ‘Retailing Management’ 2nd edition, Tata Mc Grawhill Publishing Co. Ltd

List Cos	of PO no. and keyword	Competency Indicator	Performance Indicator
COI	PO1: Management theories and practices	1.2, 1.3, 1.5	1.2.1, 1.3.1, 1.5.1

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CO2	PO2: Data based decision making	2.1	2.1.1
CO3	PO2: Data based decision making	2.3	2.3.1
CO4	PO4: Global, ethical, legal and economical aspects of business	4.1	4.1.1
CO5	PO1: Management theories and practices	1.1	1.1.1

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**ANNAMACHARYA INSTITUTE OF TECHNOLOGY & SCIENCES::TIRUPATI
(AUTONOMOUS)**

Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L T P	Credits
19MBA0314	Data Science using R	4 - -	4

Course Outcomes

- CO1 To know the basic elements of R software
- CO2 To Learn how data can be transferred ,stored, analyzed using R
- CO3 To learn how the data is manipulated
- CO4 To learn how to plot/chart the data
- CO5 Learn the statistic analysis using R

Unit 1: Introduction to R: Importance, Installation, R Environment. Understanding R data structure: Variables in R, Scalars, Vectors, Matrices, List, Data frames, getting a subset of Data, Missing values

Unit 2: Importing data: Reading Tabular Data files, Reading CSV files, importing data from excel, Loading and storing data with clipboard, Accessing database, saving in R data, Loading R data objects, writing data to file, Writing text and output from analyses to file.

Unit 3: Manipulating Data: Selecting rows/observations, selecting columns/fields, merging data, relabeling the column names, Data sorting, Data aggregation, Finding and removing duplicate records

Unit 4: Charts and Plots: Box plot, Histogram, Pie graph, Line chart, Scatter plot, Developing graphs, current trending packages for Graphs.

Unit 5: Statistics: Correlation, Linear Regression, Non Linear Regression, Predictive time series forecasting, P value, Find outlier, Neural Network, Error Measure

Text Books:

- Seema Acharya, Data Analytics Using R, Mc Graw Hill Education
- Graham J. Williams, The Essentials of Data Science: Knowledge Discovery Using R , Chapman & Hall

Reference Books:

- R for Data Science, Book by Garrett Grolemond and Hadley Wickham

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO2: Data based decision making	2.2	2.2.1
CO3	PO1: Management theories and practices	1.2	1.2.1
CO4	PO4: Global, ethical, legal and economical aspects of business	4.3	4.3.1
CO5	PO1: Management theories and practices	1.5	1.5.1

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(AUTONOMOUS)**

Year : II

Semester : III

Branch of Study : MBA

Subject Code	Subject Name	L T P	Credits
19MBA0315	PROJECT APPRAISAL AND FINANCE	4 - -	4

Course Outcomes :

- CO1 To Understand the importance of project management.
- CO2 Able to analyze the projects under different approaches.
- CO3 To gain knowledge on preparing the project reports to sourcing the finance.
- CO4 To be familiar with assessment of a project to obtain finance and managing project risks.
- CO5 To obtain a knowledge on available sources in the market to develop the projects.

Unit 1: Introduction: Concept Features and Identification of a project, Project cycle management, Identification of investment opportunities, Project identification and formulation, Basic Principles of Project Analysis.

Unit 2 : Market and Technical Analysis: Market analysis of a project, Need for market analysis, Steps in systematic market analysis, Demand forecasting, Forecasting techniques, Economic appraisal, Technical appraisal of a project, Business and Technology acquisition, Management of technology.

Unit 3 : Project Appraisal and Financing,: Concept of Social Cost Benefit Analysis (SCBA), Features, Stages and Limitations of SCBA, Corporate appraisal, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, feasibility report.

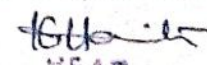
Unit 4 :Project Finance : Introduction and uses of project finance, Key elements of appraisal of a project, Techniques used in credit appraisal, Overview and structuring of Project Financing, Motivations for using project finance, Trends in project financing. **Project Assessment under risk and uncertainty:** Valuing Projects-Project negotiation-Managing Project Risks.

Unit 5 : Financing of Projects: Introduction, Sources for project finance, SEBI Guidelines on Project Financing in India; Lease and Hire Purchase Financing, Venture Capital Financing, Methods of Venture Financing, The Process of Venture capital financing, Development of Venture capital in India.

Text Books :

1. Machiraju, H.R., **Introduction to Project Finance**, Vikas Publishing House
2. Prasanna Chandra, **Project Preparation, Appraisal Budgeting and Implementation**, Tata McGraw.
3. Ambarish Gupta, **Project appraisal and Financing**, PHI Learning Private Limited
4. Finnerty, John D, **Project Financing (Asset-Based Financial Engineering)**, Jhon Wily and Sons, Inc., New York,
5. E R Yescombe, **Principles of Project Finance**, Academic Press; 1 edition
6. Benjamin C Esty, **Modern Project Finance**, John Wiley & Sons; 1 edition

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO2: Data based decision making	2.1	2.1.1
CO3	PO4: Global, ethical, legal and economical aspects of business	4.1	4.1.1
CO4	PO4: Global, ethical, legal and economical aspects of business	4.1	4.1.1
CO5	PO5: team environment	5.2	5.2.1


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Year: II

Semester: III

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0316	Compensation and Benefits Management	4	-	-	4

Course objectives

- CO1 To understand the basic concepts of compensation management
- CO2 To study the job design, evaluation and compensation methods
- CO3 To understand the employee benefits and welfare
- CO4 To know and understand the legal aspects of compensation.
- CO5 To study various compensation mechanisms at executive and expatriate levels.

Unit I – Compensation management: An Introduction to Compensation Management, Theories of Compensation management, 3-P Concept in Compensation Management.

Unit II – Job Design, Job Evaluation and Compensation structures: Job Analysis & Design, Job evaluation and methods, Understanding market pay, Base pay, Performance based pay, Competency based pay and Team based pay.

Unit III – Benefits and Services: Employee benefits, Long-term and Short-term benefits, Administration of benefits and the influencing factors, Employee welfare and services,

Unit IV – Legalization and Compensation: An Overview of Legal Framework Relating to Compensation.

Unit V – Executive and International Compensation: Executive compensation – concepts and elements, Quantitative tools, Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package.

Textbooks:

1. The complete Guide to Executive Compensation- Bruce R Ellig-McGraw Hill Inc. (2014)
2. Strategic Compensation: A Human Resource Management approach - Joseph J. Martocchio-Pearson New International Edition, 2014
3. Compensation by Milkovich and Newman

References:

1. Compensation – George T. Milkovich- McGraw Hill, 2015.
2. The Compensation Handbook, Sixth Edition : A State-Of-The-Art Guide to Compensation Strategy and Design – Lance A. Berger- McGraw Hill
3. Rewarding excellence: Pay Strategies for the new economy-Edward E Lawler-Jossey Bass Inc. Publishers

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.3	1.3.1
CO2	PO2: Database decision making	2.1	2.1.1
CO3	PO3: Value based leadership ability	3.1	3.1.2, 3.1.3
CO4	PO1 management theories and practices	1.5	1.5.1
CO5	PO4: Global, ethical, legal and economical aspects of business	4.1, 4.3	4.1.1, 4.3.1

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Subject Code	Subject Name	L	T	P	Credits
19MBA0317	PRODUCT AND BRAND MANAGEMENT	4	0	0	4

Course objectives

- CO1 To understand the importance of Product Planning
- CO2 To understand the stages in new product development
- CO3 To understand the Branding decisions
- CO4 To study the brand equity and its strategies
- CO5 To know the branding in various sectors

Unit 1: Product Planning:—Product concepts – product classification – product mix, product line, product characteristics, responsibilities of product manager, product strategies.

Unit 2: Product management: Product differentiation, stages in new product development, product positioning, package management

Unit 3: Branding Decisions: Essentials of good brand name, types of brand, advantages of branding, brand loyalty, brand revitalization Brand Identity, personality and Associations: Brand Awareness – Building a strong brand: The Four steps of Brand building, Brand performance, brand image.

Unit 4: Creating and managing Brand equity – brand equity brand building strategies, Measuring brand equity – Managing Brand equity, brand extension, new brand failures

Unit 5: Branding in different sectors: Branding in industrial sector, retail sector, service sector and insurance sector

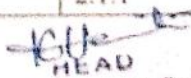
Text Books:

1. A.K.Chitale, Ravi Gupta, —Product Policy and Brand Management, Text and CasesI, Second edition, PHI Learning Private Limited, 2013
2. Kevin Lane Keller, M.G.Parameswaran, Isaac Jacob, —Strategic Brand ManagementI, Third edition, 2011, Pearson

Reference Books:

1. Marc. A. Annacchino, P.E. —New Product Development, From Initial idea to product managementI, 2003, Elsevier
2. U.C.Mathur, Product and Brand Management, First Edition, 2007, Excel Books

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO2: Data based decision making	2.1	2.1.1
CO3	PO1: Management theories and practices	1.5	1.5.1
CO4	PO1: Management theories and practices	1.4	1.4.1
CO5	PO2: Data based decision making	2.1	2.1.1


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Subject Code: 19MBA0318	Subject Name: DATA MINING FOR BUSINESS DECISIONS	L 4	T 0	P 0	Credits: 4
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Course Outcomes :

- CO1 To study the basic concepts of data mining for business decisions
- CO2 To acquainted with the theoretical elements of Data Mining and their applications.
- CO3 To acquainted with the practical elements of Data Mining and their applications.
- CO4 To acquire experience in analyzing a business problem using appropriate model
- CO5 To develop the skills to use the model for a predictive analytical solution

Unit 1: Introduction to Data Mining – Deriving Value from Data Mining – Applications – Basic concepts

Unit 2: Exploratory Analytics using R/Rattle – Basic metrics– Principal Component Analysis– Correlation analysis–Visualizing Data– Applications

Unit 3: Predictive Modeling using R/Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications

Unit 4: Market Basket Analysis – Association rule mining – Naïve Bayes Analysis – Applications

Unit 5: Text Mining – Web Mining – Best Practices in Data Analysis and BI

Text Books :

1. Anil Maheshwari ,Data Analytics. McGraw Hill, 2017.
2. Eric Siegel, Thomas H. Davenport. —Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley, 2013
3. Anasse Bari, Mohamed Chaouchi and Tommy Jung ,Predictive Analytics, Willey,2015

Reference Books:

1. Alberto Cordoba, —Understanding the Predictive Analytics Lifecycle, Wiley, 2014.
2. Dean Abbott, Applied Predictive Analytics, Willey, 2014.

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.3	1.3.1
CO2	PO2: Data based decision making	2.1	2.1.1
CO3	PO2: Data based decision making	2.1	2.1.1
CO4	PO1: Management theories and practices	1.1	1.1.1
CO5	PO5: team environment	5.2	5.2.1

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**ANNAMACHARYA INSTITUTE OF TECHNOLOGY & SCIENCES::TIRUPATI
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Year II

Semester III

Branch of Study: MBA

18MBA0319	Spread Sheet Modelling	L T P - - 4	Credits 2
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Course Outcomes :

- CO1 To know the basic operations in Excel
- CO2 To Learn the advanced formulas for effective business decision making
- CO3 To learn and practice frequency distributions
- CO4 To Learn and analyze different statistical tools
- CO5 To learn the overview of statistical Analysis tool -SPSS

Unit 1: EXCEL Lessons: Customizing the Quick Access Toolbar.- Creating and Using Templates.-Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.- Formatting Data and Using the Right Mouse Click.- Saving, Page Setup, and Printing.- Using Headers and Footers.- Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.- Data from External Sources.- Using and Formatting Tables.- Basic Formulas and Use of Functions.-Data Analysis Using Charts and Graphs.-Managing, Inserting, and Copying Worksheets.- Securing the Excel Document (Protect Cells and Workbook).

Unit 2: Advanced excel lessons: Advanced Formulas and Functions.-Advanced Worksheet Features.-Advanced Data Analysis using PivotTables and Pivot Charts.

Unit 3: Frequency distributions: Binomial, Poisson, exponential and Normal Distributions

Unit 4: Statistical tools for execution using excel: Measure of central tendency-mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of-variation. Correlation, regression lines. T- test, f-test, ANOVA one way classification, chi square test, independence of attributes.

Unit 5: Overview of SPSS: Uses, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package

Text Book

1. Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press.
2. David Whigham "Business Data Analysis Using Excel" Oxford University Press.
3. Winston "Excel 2010 Data Analysis and Business Modelling" PHI Learning Private Limited.
4. Bajpai "Business Statistics" Pearson.
5. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel Books.
6. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS
7. Bruce Bowerman, Business Statistics in Practice, TMH.
8. Shelly, MS Office, 2007, Cengage.

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: Management theories and practices	1.2	1.2.1
CO2	PO1: Management theories and practices	1.2	1.2.1
CO3	PO2: Data based decision making	2.2	2.2.1
CO4	PO2: Data based decision making	2.2	2.2.1
CO5	PO1: Management theories and practices	1.3	1.3.1

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Annamacharya Institute of
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Subject Code	Subject Name	L T P	Credits
19MBA0401	Strategic Management	4 - -	4

Course Outcomes:

- CO1: To know the basic concepts of corporate and business strategies
- CO2: To be aware of various models involved in strategic decision making
- CO3: To study the strategy formulation process in a business context
- CO4: To gain knowledge about various competitive strategies
- CO5: To study the various strategic control mechanisms

Unit – I: Strategic Management : Definition, need, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Environmental Scanning -Concepts of Core Competence.

Unit – II : Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model, SWOT Analysis and TOWS Matrix,. Market Life Cycle Model – McKinsey 7'S frame work, Value Chain Analysis.

Unit – III : Strategy Formulation: Formulation of strategy at corporate, business and functional levels. Strategy Alternatives - Stability Strategy, Growth Strategy, Retrenchment Strategy, and Combination Strategy.

Unit – IV: Generic Competitive Strategies: Types of Strategies: Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations, Strategy and Leadership, Resource Allocation as a vital part of strategy.

Unit – V: Strategic control – Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Text Book:

1. Strategic Management – J.S.Chandan& Nitish sen Gupta, Vikas
2. Crafting and Executing Strategy – Arthur A. Thomson, A.J. Strickland III, John E. Cambel.

References:

1. Strategic Management Concepts and Cases ,FredR.David, PHI.
2. Strategic Management,Hill, Ireand, manikutty, Cengage.
3. Concepts in Strategic Management and Business Policy,Wheelen& Hunger, Pearson Education.
4. Strategic Management – Text and Cases, V.S.P. Rao, Excel.
5. Strategic Management, Ireland, Hoskinsson, Hitt, Cengage.
6. Strategic Management – Theory and Application, Habergerg, Rieple, oxford .
7. Strategic Management, P. SubbaRao, Himalaya.
8. Business policy and strategic management, SukulLomash, P.K.Mishra, Vikas

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.2	1.2.1
CO2	PO2: data-based decision making.	2.1	2.1.1
CO3	PO1: management theories and practices	1.1	1.1.1
CO4	PO4: global, economic, legal, and ethical aspects of business	4.2	4.2.1
CO5	PO2: data-based decision making.	2.1	2.1.1

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**ANNAMACHARYA INSTITUTE OF TECHNOLOGY & SCIENCES::TIRUPATI
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Year: II

Semester: IV

Branch of Study: MBA

Subject Code	Subject Name	L T P	Credits
19MBA0402	Design Thinking for Managers	2 - -	2

Course Outcomes:

CO1: To know the basic concepts of the innovation and design

CO2: To know the concept of design thinking

CO3: To study the strategy for the innovations and design

CO4: To gain knowledge about design thinking strategies

CO5: To study the various creative thinking techniques

Unit – I: Introduction- An insight into design, history of modern design, early innovations, industrializations new materials nature of design work design for survival and survival through work design.

Unit – II: Design thinking- Design thinking as a systematic approach to innovation, brainstorming, visual thinking, the design challenges, product development.

Unit – III: Innovation, art of innovation, strategies for creativity, teams for innovation, design alternatives, decision making for new design.

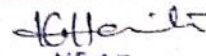
Unit – IV: Design thinking for strategic innovation, applications of design, thinking in business and strategy, linking design thinking solutions to business challenges, enterprise creativity, competitive logic of business strategy, design thinking for startups.

Unit – V: Creative thinking techniques, linear thinking, constraints in design, design thinking to meet corporate needs, designing today for tomorrow.

Text Book:

1. David, Raizman, History of Modern Design Lawrence King Publishing Ltd.(2010)
2. Tim Brown, Change by Design Harper Bollins, (2009)
3. Tom Kelly with Jonathan Littman, The Art Of Innovation, Harpercollins Business (2001)
4. Tom Kelly with Jonathan Littman, Ten Faces Of Innovation, Currency Books (2006)

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.2	1.2.1
CO2	PO2: data-based decision making.	2.1	2.1.1
CO3	PO1: management theories and practices	1.1	1.1.1
CO4	PO4: global, economic, legal, and ethical aspects of business	4.2	4.2.1
CO5	PO2: data-based decision making.	2.1	2.1.1


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Year: II

Semester: IV

Branch of Study: MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0403	FINANCIAL DERIVATIVES	4	-	-	4

Course Outcomes:

- CO1: To understand basic types of derivatives, their pay off functions and the economic roles they play in managing risks
- CO2: Describe the distinctive features of the existing financial derivatives
- CO3: Compare the pay-offs of the derivatives and optimize investment decisions in derivative
- CO4: Demonstrate a sound knowledge of the structure and operations of derivative markets.
- CO5: Understand the derivative product and investment decision

Unit 1: Introduction to Derivatives: Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Fundamental linkages between Spot & Derivative Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives. Development and Growth of Derivative Markets, the Role of Derivatives Market in India

Unit 2: Future and Forward Market: Structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, using futures. Determination of forward and future prices - Interest rate futures, Currency futures and Forwards

Unit 3: Options: Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options, American and European Options -Structure of Options Market,– Intrinsic Value and Time Value of Options, Principles of Option Pricing, Option Pricing Models: The Binomial Model, the Black Scholes Merton Model.

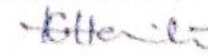
Unit 4: Basic Option Strategies: Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options

Unit 5: Swaps: Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps

Text Books and Reference Books:

- Hull, John C, Options, Options, futures and other derivatives, Prentice Hall of India, 10th edition, 2016
- Ranganatham and Madhumathi, Derivatives and Risk Management, Pearson,
- Kevin, S, Commodity and Financial Derivatives, PHI, 2016.
- Rajiv Srivastav, Derivatives and Risk Management, Oxford University Press, 2015

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.3	1.3.1
CO2	PO1: management theories and practices	1.3	1.3.1
CO3	PO2: data-based decision making.	2.2 2.3	2.2.1 2.3.1
CO4	PO2: data-based decision making.	2.2	2.2.1 2.2.2
CO5	PO2: data-based decision making.	2.2 2.3	2.2.1 2.3.1


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Year: II

Semester: IV

Branch of Study: MBA

Subject Code	Subject Name	L T P	Credits
19MBA0404	Industrial Relations	4 - -	4

Course Outcomes:

- CO1: To understand the Employee Relations and Industrial Climate in India.
- CO2: To understand the process of collective bargaining
- CO3: To know various employee grievance and redressal mechanisms
- CO4: To understand the statutory norms to settle Industrial Disputes.
- CO5: To become familiar about laws relating to social security.

Unit I: Introduction: Industrial Relations –concept – significance – Role of Industrial Relation Officer – Government machinery for labour administration.

Unit II: Indian Labor laws and Collective Bargaining: The socio-economic environment – Industrial Relations laws- Factories Act 1948– Employees Standing Orders Act 1946 - Collective Bargaining-role, methods- negotiation, conciliation, arbitration, adjudication-Payment of Wages Act 1936, Payment of Salaries Act 1971 -Minimum Wages Act 1948,Equal Remuneration Act 1976.

Unit III: Discipline & Grievance Management: Causes of Grievances, Grievance and Redressal Mechanisms, Discipline – code of conduct, process of Domestic enquiry.

Unit IV: Industrial Disputes & Trade Unions: Industrial Disputes Act, 1947 – Preventive and settlement Machinery – Trade Unions Act, 1926 – Workers Participation in Management.

Unit V: Laws relating to social security: Workmen’s Compensation Act 1923 – ESI Act 1948 – Payment of Gratuity Act 1972, Role of ILO.

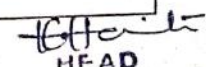
Text Books:

- Tripathi. P.C , Industrial Relations and labour laws , Sultan chand and sons
- N.D. Kapoor , Mercantile law, Sultan chand and sons

Reference books:

- Sri Vastva , Industrial Relations and labour laws, Vikas publishers
- Agarwal LL , Industrial Relations and laws in India ,
- Sinha & sinha, Industrial Relations and labour laws , Oxford IBH
- Pillai. RSN&Bhagavathi, Legal aspects of business – (2011), Sultan chand and sons
- Arun Monappa : Industrial Relations (McGraw Hill)
- Punekar : Labour Welfare Trade Unionism and Industrial Relations (Himalaya)
- B.D. Singh : Industrial Relations (Excel)
- Sarma, A.M : Industrial Relations (Himalaya)
- Monal Arora : Industrial Relations (Excel) Industrial Law- P.L.Malik, eastern book company
- Malik P.L : Hand Book of Industrial Law (Eastern)

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.3	1.3.1
CO2	PO1: management theories and practices	1.3	1.3.1


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CO3	PO2: data-based decision making.	2.1	2.1.1
CO4	PO2: data-based decision making.	2.1	2.1.1
CO5	PO1: management theories and practices	1.3	1.3.1

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(AUTONOMOUS)**

Year II

Semester IV

Branch of Study- MBA

Subject Code	Subject Name	L T P	Credits
19MBA0405	SERVICES MARKETING	4 - -	4

Course Outcomes:

- CO-1: To understand the evolution and growth of services.
- CO-2: To gain the knowledge about service marketing mix
- CO-3: To understand the concepts of effective delivery of Services
- CO-4: To study the Service delivery and channel management issues.
- CO-5: To understand strategic marketing planning process of services.

Unit 1:Introduction: Definition–service economy–evolution and growth of service sector–nature and scope of services – characteristics of services,7 P’s. Challenges and issues in services marketing

Unit 2: Assessing service market potential - classification of services – expanded marketing mix– service marketing – environment and trends– service market segmentation, targeting and positioning.

Unit 3: Service design and development- service life cycle – new service development – service blue printing– gap model of service quality – service quality function development.

Unit 4: Service delivery and promotion- designing service delivery system, service channel – pricing of services, methods –service marketing triangle- integrated service marketing communication.

Unit 5: Marketing plans for services: the marketing planning process, strategic context, resource allocations and monitoring marketing planning and services

Text Books and Reference Books:

1. Kenneth E Clow, et. al “Services Marketing Operation Management and Strategy” Biztantra,New Delhi, 2012
2. Chirstopher H. Lovelock, Jochen Wirtz, “Services Marketing”, Pearson Education, New Delhi, 2008
3. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO-1	PO1: management theories and practices	1.3	1.3.1
CO-2	PO5: team environment.	5.2	5.2.1 5.2.2
CO-3	PO2: data-based decision making.	2.1	2.1.1
CO-4	PO4: global, economic, legal, and ethical aspects of business	4.2	4.2.1
CO-5	PO5: team environment.	5.1	5.1.1

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(AUTONOMOUS)**

Year II

Semester IV

Branch of Study- MBA

Subject Code	Subject Name	L	T	P	Credits
19MBA0406	E-RETAILING	4	-	-	4

Course Outcomes:

- CO1: To understand the fundamental principles of e-retailing and e-Commerce
- CO2: Able to understand e-retailing merchandising process
- CO3: To gain knowledge about the e-retail organization.
- CO4: To understand the fundamental of e-retailing technologies
- CO5: To understand various e-retailing consumer behavior models.

Unit -1: The world of e-retailing: e-retailing in practice – integration of e-retailing in to organization – understanding and communicating with the e-consumer.

Unit -2: E-retailing as a format: Assortment Planning, merchandising and category management for e-retailing.

Unit – 3: Inventory management for e-retailing: Retail Strategies in the context of e-retailing running an e-retail organization.

Unit – 4: Loyalty and e-retailing: e-store design: navigability, interactivity and web atmospherics – e-service.

Unit – 5: Consumer behavior and e-retailing: Branding on the web – e-malls – e-retailing models – multi-channel success and the future of e-retailing.

Text books and References:

1. Charles Dennis, Tino Fenech and Bill Merrilees, E-Retailing| E-Book.
2. Dunne Lusch carver, Retailing, 8th edition, Cengage publishers, 2017.
3. Nayak Dash, Retail management, 1st edition, Cengage publishers, 2017.
4. Cullen, Retailing: environment and operations, cengage publishers, 1st edtion, 2017.

List of COs	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.3	1.3.1
CO2	PO1: management theories and practices	1.2	1.2.1
CO3	PO2: data-based decision making.	2.1	2.1.1
CO4	PO5: team environment.	5.2	5.2.1
CO5	PO1: management theories and practices	1.4	1.4.1


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Year : II

Semester : IV

Branch of Study: MBA

Subject Code	Subject Name	L T P	Credits
19MBA0407	INTERNATIONAL FINANCE	4 - -	4

Course Outcomes :

- CO1 Understand the importance and goals of international financial management.
- CO2 Understand the foreign exchange management system.
- CO3 Understand the global exchange rates and theories.
- CO4 Understand the foreign exchange management exposure and the risks involved in it.
- CO5 Describe the international capital budgeting decisions and evaluating capital budgeting decisions for MNCs.

Unit 1: Introduction to International Financial management: IFM meaning, Nature and Scope, Difference between FM & IFM, Role of International finance manager and Challenges of IFM.

Unit 2: International Financial Markets: Money market and Capital market, Functions and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, Direct, Indirect, and Cross Currency Quotations.

Unit 3: Exchange Rate Determination: Types of exchange rates, Fixed and Floating exchange rates, factors that influence exchange rates, concepts of international arbitrage, interest rate parity, and purchasing power parity and the International Fisher effect.

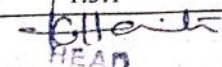
Unit 4: Management of foreign exchange exposure and Foreign exchange risk: Types of Exposure, Economic Exposure, Transaction Exposure, Operating Exposure. Exchange risk – Liquidity and Interest rate risk. Managing foreign exchange risks.

Unit 5: International Capital Budgeting: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and sources of international finance.

Text Books and Reference Books:

1. Bhalla V.K., International Financial Management, S.Chand
2. Ephriam Clark, International Financial Management, Cengage.
3. Sharan, International Financial Management, 5th Edition, PHI.
4. International Financial Management, T.Siddaiah: Pearson.
5. International Financial Management ,M.K.Rastogi
6. International Financial Management, S.EunChoel and Risnick Bruce: TMH.
7. International Financial Management, Machi Raju, HPH.
8. International finance management, Jeff Madura, Cengage.
9. International Financial Management, MadhuVij: Excel,.
10. International Financial Management, V. A Avadhani, Himalaya.
11. International Finance, Prakash .G.Apte, TMH

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.3	1.3.1


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PO1: management theories and practices	1.3	1.3.1
PO1: management theories and practices	1.1	1.1.1
PO2: data-based decision making.	2.1	2.1.1
PO2: data-based decision making.	2.1	2.1.1
PO2: data-based decision making.	2.1	2.1.1

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Subject Code	Subject Name	L	T	P	Credits
19MBA0408	International HRM	4	-	-	4

Course Outcomes:

- CO1: Understand role of HRM in the global organizations.
- CO2: To understand cultural differences among different countries.
- CO3: Understand the HRM practices to manage people in global organizations
- CO4 : Able to understand the different issues related to international performance management.
- CO5: To understand the emerging trends related to international labour.

Unit – 1: International HRM: Approaches, Challenges in global labour market–Linking HR to International expansion strategies, Socio–cultural context– Human Resources in a Comparative Perspective

Unit – 2: Culture and employee management issues , responding to diversity, challenges of localization, global integration, differentiation, Mastering expatriation, Cultural Factors.

Unit – 3: Institutional & Structural Context–Managing alliances and joint ventures, HR challenges in cross border Integrations: Legal issues in global workforce management, International Recruitment and Selection, Staffing in International context, Developing International Staff and Multinational Teams –appraisal of expatriate, third and host country employees.

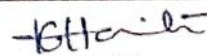
Unit – 4: Issues in International Performance Management: International training, international compensation– approaches, composition, Repatriation – Managing Global, Diverse Workforce– International Labour Standards.

Unit – 5: Social Security Systems across Countries: Emerging issues, International Labour Relations, HRM practices in different countries– Industrial Relations in a Comparative Perspective– Global Unions, Regional Integration and Framework Agreements– Emerging Trends in Employee Relations and Employee Involvement– HR/IR issues in MNCs .

Text Books and References:

1. International Human Resource Management by K. Aswathappa
2. International Human Resource Management–Peter J. Dowling– Cengage Learning India Private Limited
3. International Human Resource Management–Anne–Wil Harzing, Ashly Pinnington

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.3	1.3.1
CO2	PO4: global, economic, legal, and ethical aspects of business	4.1	4.1.1
CO3	PO4: global, economic, legal, and ethical aspects of business	4.1	4.1.1
CO4	PO4: global, economic, legal, and ethical aspects of business	4.1	4.1.1
CO5	PO4: global, economic, legal, and ethical aspects of business	4.2	4.2.1


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Subject Code	Subject Name	L T P	Credits
19MBA0409	International Marketing	4 - -	4

Course Outcomes:

- CO1 : Understand the international marketing concepts
- CO2 : To Study the entry strategies of different environments
- CO3 : Understand the product management and positioning in international marketing
- CO4: To familiar with various international distribution strategies.
- CO5 : To gain knowledge about export policy and procedures

Unit – 1: International Marketing: Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing.

Unit – 2: International Market Entry Strategies: Indirect Exporting, Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

Unit – 3: International product management: International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.

Unit -4: International Marketing Channels: Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy, Selecting Foreign Country, Market intermediaries. The management of physical distribution of goods, Grey Market goods.

Unit -5: Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Text Books and References :

1. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall,
2. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata McGraw Hill, 13 th edition, (2008)
3. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
4. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997
5. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.3	1.3.1
CO2	PO4: global, economic, legal, and ethical aspects of business	4.2	4.2.1
CO3	PO4: global, economic, legal, and ethical aspects of business	4.1	4.1.1
CO4	PO4: global, economic, legal, and ethical aspects of business	4.1	4.1.1
CO5	PO4: global, economic, legal, and ethical aspects of business	4.3	4.3.1

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Subject Code	Subject Name	L T P	Credits
19MBA0410	Marketing Analytics	4 - -	4

Course Outcomes:

- CO1 : To understand the product management decisions
- CO2 : To study various product and service analytics
- CO3 : To understand the pricing analytics
- CO4: To familiar with distribution analytics
- CO5 : To understand concepts of digital marketing

Unit – 1: Product Management– Marketing product selection – market insight – market sizing – strategic decision models

Unit -2: Product and service analytics –conjoint analysis – forecasting – inflection point – decision trees – product mix allocation

Unit-3: Metrics– BSC – Dashboards –strategic metrics – pricing analytics – web analytics

Unit -4: Distribution analytics– sales analytics – Promotion analytics – allocating marketing budget

Unit – 5: Customer Management– Digital Marketing – concepts and applications

Text books and References:

1. Wayne L. Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, 2014
2. Sorger, Stephan. —Marketing Analytics: Strategic Models and Metrics. | Admiral Press/ Create Space, 2013
3. Venkatesan, R., Farris, P., & Wilcox, R. T. Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education, 2014.
4. Grigsby, M., Marketing Analytics: A Practical Guide to Real Marketing Science. Kogan Page Publishers, 2015.

List of Cos	PO no. and keyword	Competency Indicator	Performance Indicator
CO1	PO1: management theories and practices	1.3	1.3.1
CO2	PO4: global, economic, legal, and ethical aspects of business	4.2	4.2.1
CO3	PO4: global, economic, legal, and ethical aspects of business	4.1	4.1.1
CO4	PO4: global, economic, legal, and ethical aspects of business	4.1	4.1.1
CO5	PO4: global, economic, legal, and ethical aspects of business	4.3	4.3.1

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Subject Code	Subject Name	L	T	P	Credits
19MBA0411	Project Work	-	-	-	4

Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. A candidate has to present proposal of project work in the beginning of IV semester. For submission of proposal of project work, a student, in consultation with his Project Supervisor, has to present the title, objective, and plan of action of his project work to the Project Work Review Committee (PRC) The project should have an internal faculty as guide.

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