



ST.ANN'S COLLEGE OF ENGINEERING & TECHNOLOGY

(An Autonomous Institution)

Bypass Road, Nayunipalli, Chirala, Bapatla District-523187

Accredited by NAAC With 'A' Grade | Accredited by NBA | Approved by AICTE | Permanently Affiliated to JNTUK |
Recognized by UGC U/s 2(f) & 12(B) | Approved with 'A' Grade by Andhra Pradesh State Government | Permanently Accredited by IE(I)

R-22 Syllabus for MBA, SACET (AUTONOMOUS) w.e.f.2022-2023

**DEPARTMENT OF
MASTER OF BUSINESS ADMINISTRATION**

COURSE STRUCTURE & SYLLABUS

For PG – R22

MASTER OF BUSINESS ADMINISTRATION

(Applicable for batches admitted from 2022-2023)



**St. ANN'S COLLEGE OF ENGINEERING & TECHNOLOGY
(AUTONOMOUS)**

CHIRALA – 523187, ANDHRA PRADESH, INDIA

**(Accredited by NBA, NAAC with 'A' Grade, accredited by IE (I) & Permanently Affiliated to JNTUK)
Recognized by UGC under Section 2(f) & 12(B) of UGC Act, 195**



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I SEMESTER

S. No	Category	Course Code	Course Title	Theory/ Lecture (L)	Tutorial (T)	Practical/ Drawing (P)	Self-Study (SS)	Duration in hours	CIE Marks	SEE Marks	Total Marks	Credits
1	PC	22PMB01	Management Theory and Organizational Behaviour	4	--	--	--	4	40	60	100	4
2	PC	22PMB02	Managerial Economics	4	--	--	--	4	40	60	100	4
3	PC	22PMB03	Accounting for Managers	4	--	--	--	4	40	60	100	4
4	PC	22PMB04	Managerial Communication	4	--	--	--	4	40	60	100	4
5	PC	22PMB05	Quantitative Analysis for Business Decisions	4	--	--	--	4	40	60	100	4
6	PC	22PMB06	Business Environment	4	--	--	--	4	40	60	100	4
7	OE	22PMB07	Business Ethics	4	--	--	--	4	40	60	100	4
		22PMB08	Technology Management									
		22PMB09	MOOCs SWAYAM/NPTEL-related to management courses other than listed courses in the syllabus									
8	PC	22PMB09	Laboratory for Business Analysis	--	--	3	--	3	40	60	100	2
TOTAL				28	0	3	0	31	320	480	800	30
<p align="center">HS-Humanities & Sciences, BS-Basic Sciences, ES-Engineering Sciences, MC-Mandatory Course, PC-Professional Core, PE-Professional Elective, OE-Open, Elective, PR – Internship / Project</p>												



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II SEMESTER

S. No	Category	Course Code	Course Title	Theory/ Lecture (L)	Tutorial (T)	Practical/ Drawing (P)	Self-Study (SS)	Duration in hours	CIE Marks	SEE Marks	Total Marks	Credits
1	PC	22PMB10	Financial Management	4	--	--	--	4	40	60	100	4
2	PC	22PMB11	Human Resource Management	4	--	--	--	4	40	60	100	4
3	PC	22PMB12	Marketing Management	4	--	--	--	4	40	60	100	4
4	PC	22PMB13	Production & Operation Management	4	--	--	--	4	40	60	100	4
5	PC	22PMB14	Research Methodology for Business Managers	4	--	--	--	4	40	60	100	4
6	OE	22PMB15	Management Information System	4	--	--	--	4	40	60	100	4
		22PMB16	Cross culture management									
		22PMB17	Project Management									
7	PC	22PMB18	Mini project	--	--	3	--	3	0	100	100	2
8	PC	22PMB19	R- Programming Laboratory	--	--	3	--	3	40	60	100	2
TOTAL				24	0	6	0	30	280	520	800	28
<p>HS-Humanities & Sciences, BS-Basic Sciences, ES-Engineering Sciences, MC-Mandatory Course, PC-Professional Core, PE-Professional Elective, OE-Open, Elective, PR – Internship / Project</p>												



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III SEMESTER

S. No	Category	Course Code	Course Title	Theory/ Lecture (L)	Tutorial (T)	Practical/ Drawing (P)	Self-Study (SS)	Duration in hours	CIE Marks	SEE Marks	Total Marks	Credits
1	PC	22PMB20	Strategic Management	4	--	--	--	4	40	60	100	4
2	PC	22PMB21	Corporate Legal Frame Work	4	--	--	--	4	40	60	100	4
3	PE	Specialization - I	Subject 1	4	--	--	--	4	40	60	100	3
4	PE		Subject 2	4	--	--	--	4	40	60	100	3
5	PE	Specialization - II	Subject 1	4	--	--	--	4	40	60	100	3
6	PE		Subject 2	4	--	--	--	4	40	60	100	3
TOTAL				24	0	0	0	24	240	360	600	20
HS-Humanities & Sciences, BS-Basic Sciences, ES-Engineering Sciences, MC-Mandatory Course, PC-Professional Core, PE-Professional Elective, OE-Open, Elective, PR – Internship / Project												

Specialization in Human Resource: S1 : 22PMB22 Management Of Industrial Relation S2: 22PMB23 Management and change development	Specialization in Finance: S 1 : 22PMB24 Security analysis and portfolio management S2: 22PMB25 Financial Markets and Services	Specialization in Marketing: S 1: 22PMB26 Retail Management S2: 22PMB27 Advertising and Brand Management
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IV SEMESTER

S. No	Category	Course Code	Course Title	Theory/Lecture (L)	Tutorial (T)	Practical/Drawing (P)	Self-Study (SS)	Duration in hours	CIE Marks	SEE Marks	Total Marks	Credits
1	PC	22PMB28	Logistics and Supply Chain Management	4	--	--	--	4	40	60	100	4
2	PC	22PMB29	Innovation and Entrepreneurship	4	--	--	--	4	40	60	100	4
3	PE	Specialization - I	Subject 3	4	--	--	--	4	40	60	100	3
4	PE		Subject 4	4	--	--	--	4	40	60	100	3
5	PE	Specialization - II	Subject 3	4	--	--	--	4	40	60	100	3
6	PE		Subject 4	4	--	--	--	4	40	60	100	3
8	PR	22PMB36	Industrial Based Summer Internship /Project Work	--	--	--	--	--	--	100	100	4
TOTAL				24	0	0	0	24	240	460	700	24

Specialization in Human Resource: S3: 22PMB30 Compensation and Performance S4: 22PMB31 Global human resources management	Specialization in Finance: S3: 22PMB32 International Financial management S4: 22PMB33 Financial Derivate	Specialization in Marketing: S3: 22PMB34 Digital marketing S4: 22PMB35 Consumer Behavior and Marketing Research
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I Year- I Semester	22PMB01	L	T	P	C
		4	0	0	4
MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOR					

This course is designed to provide students with a foundational understanding of basic concepts and principles of management. It aims to familiarize students with the practice of management for the purpose of taking effective managerial decisions.

Course Objectives

- To help the students to understand the functions, responsibilities of managers and its principles.
- To understand the process of planning and decision-making.
- To insights into various type of organization structure and their applicability.
- To enable students to understand significance of organization behavior, individual and group behavior.
- To describe the effective motivation process, leadership and cause of organizational conflicts and change.

Course Outcomes:

CO1: Demonstrate understanding of the role and function of managers in an organization.

CO2: Evaluate the different components of planning process and outline the steps of the decision-making process.

CO3: To understand the concept of organization, various types' organization and their suitability.

CO4: Describe the different theories related to Individual behavior in the Organization and Analyze Group Behavioral influence in the organization.

CO5: Demonstrate the ability to motivate, lead the people and resolve the conflicts in the organization.

UNIT-I: Introduction to Management: Concept and Nature – importance of management - Functions of Management - Responsibilities and skills of Professional Manager— Levels of Management – Administration vs. Management - Fayol's Principles of Management– Scientific management – Corporate Social responsibility- The Challenges of Management.

Unit-II: Planning: Nature and importance of planning- steps in planning process- Types of plans., Decision making: Types of decisions – steps in decision making process– Technique of decision making – Management by Objective (MBO)-Process – significance.

Unit-III: Organizing: Nature and purpose of organizing- Principles of organizing- Organization structures- Formal and informal organizations- - Types of organizations -line and staff organizations: – Conflicts between Line and Staff – Delegation of authority - Factors affecting on Delegation of authority - Span of control- VA Graicuna's Theory- centralization- decentralization of authority.



Controlling- Nature and importance – process –Requirement for effective control – Features of good control system - Modern techniques of control

Unit IV: Organizational behavior: Definition-need and importance of organizational behavior – Nature and scope. Disciplines that contribute to OB field. Individual Differences - Personality- types – Personality Theories - Determinants of Personality - Learning — The learning process- perception.

Unit V: Group Behavior: - Formation of groups- Types of groups-Group norms -Motivation-significance of motivation, theories of motivation - Maslow, Herzberg theory of motivation - Leading-Leadership styles – Theories. Conflict Resolution in Groups and problem-solving Techniques – Organizational change - change process - resistance to change

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

Text books

1. P. Subba Rao: “Management”, Himalaya Publishing House, Mumbai, 2010.
2. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
3. J S Chandan: “Management Theory and Practice”, Vikas Publishing House Limited, 2009
4. Ramaswamy, T: “Principles of Management”, Himalaya Publishing House, Mumbai, 2008.
5. Koontz H. and Heinz Weihrich, (3005). Elements of Management. 11/e,MH., New Delhi
6. M.Sakthivel Murgan: Management Principles and Practice, New Age International Publishers,New Delhi.
7. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007. 2.
8. Weihrich&Koonty, Essentials of Management, TMH, 1990.
9. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., (3004). Management, 6/e, Pearson, New Delhi
10. . Fred Lothans (1998) Organizational Behaviour. New Delhi: McGraw- Hill International Edition
11. Udai Pareek (2004) Understanding Organizational Behaviour. New Delhi: Oxford University Press
12. K.Aswhathappa (2005) Organizational Behaviour Text cases games. New Delhi: HimalayaPublishingCompany

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	1	1	2
CO-2	3	3	2	2	2	2



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CO-3	2	2	2	1	2	1
CO-4	3	2	3	2	3	1
CO-5	3	2	3	1	3	1



I Year- I Semester	22PMB02	L	T	P	C
		4	0	0	4
MANAGERIAL ECONOMICS					

Course Objectives:

- | This subject seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making.
- | It further seeks to develop economic way of thinking in dealing with practical business problems and challenge.
- | Students familiarize with Economic behavior of a person and market behavior and also to understand the environment of Business firms.
- | The demand conditions of various products and to know the contemporary economic policies.
- | To know the concept of national income and GDP.

Course Outcomes:

CO1: Students can able to understand basic concept of managerial economic and it significance in business decisions.

CO2: The Learner is equipped with the knowledge of estimating the Demand and demand elasticity's for a product.

CO3: The knowledge of understanding of the Input-Output-Cost relationships and estimation of the least cost combination of inputs.

CO4: The pupil is also ready to understand the nature of different markets and Price Output determination under various market conditions.

CO5: Student can gain the knowledge of national income measurement, inflation and business cycles.

Unit – I: Introduction of Managerial Economics- definition, nature, scope, relationship with other disciplines –importance of managerial economist-Demand Analysis: determinants- types of demand-law of demand - elasticity of demand - types of elasticity – significance, Demand forecasting - Law of Supply.

Unit - II: Production Function - Cobb Douglas production function, Iso quant, Iso costs, MRTS, least cost combination- law of variable proportions – law of returns to scale – Economies of scale - Innovation and global competitiveness in production.

Unity – III: Cost Theory -Cost Concept and Types- Determination of cost -- Estimation - output relationship in short run and long run cost - Break even analysis – (simple problems). Pricing - Pricing objectives and methods.

Unit - IV: Introduction to Market – Market structures - perfect competition - Monopoly - Oligopoly



- Monopolistic competition – price determination.

Unit – V: Macro Economics Concept: National income –Measurement methods and limitation– concept of inflation– types – causes - effects and measures to overcome - Business cycles –Features and phases.

Suggested Readings:

1. D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House.
2. R.L. Varshney, K.L. Maheshwari, “Managerial Economics”, Sultan Chand Publications.
3. Dominik Salvatore, “Managerial Economics”, 2016, 8th Ed. Oxford University Press.
4. Gupta G.S., Managerial Economics, TMH, 1988.
5. P L Mehatha, “Managerial Economics”, 8th Ed S. Chand Publishing.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	1	3	3	2
CO-2	3	2	2	2	1	2
CO-3	2	2	2	1	1	1
CO-4	1	1	1	1	2	1
CO-5	3	2	2	2	1	2



I YEAR: I SEMESTER	22PMB03	L	T	P	C
		4	0	0	4
ACCOUNTING FOR MANAGERS					

Course Objective:

- To understand the basic concepts of Accounting
- To analyze the components and prepare financial statements
- To analyze the financial statements of a company.
- To Understand Cost Classification And Cost Sheet Preparation
- To Understand Techniques Of Costing Its Applications

Course Outcomes:

CO1: Explain the basic concept of financial accounting,

CO2: Prepare simple final account for sole trader.

CO3: Explain the basic concept of Cost Accounting and preparation of Cost Sheet.

CO4: Apply the concepts of inventory costs, EOQ and inventory control in arriving at decisions related to inventory.

CO5: Apply the Decision Making tools from Marginal costing i.e. CVP, BEP

Unit – I: Introduction to Accounting: Meaning, Importance, Objectives, Functions and Principles- Accounting Concepts and conventions- (GAAP), merits and demerits of accounts, Classifications of accounts, Accounting Cycle: journals, ledgers- Trial Balance - Accounting Standards.

Unit - II: Preparation of final accounts: Final accounts: Trading accounts- Profit & loss accounts- Balance sheets with adjustments- Classification of capital and revenue expenses- Preparation and presentation of company's final accounts.

Unit- III: Financial Analysis methods – comparative and Common size Balance Sheet- interpretation of financial – Ratio analysis- Liquidity, leverage, solvency and profitability ratios –. Fund flow statement - Steps in preparation of fund flow statement, Objectives of Cash flow statement- Preparation of Cash flow statement - Funds flow statement Vs Cash flow statement

Unit- IV: Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet preparation- Management accounting – concept, need, importance and scope.

Unit-V: Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerial decision making, Break Even Analysis. Budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation.



Suggested Readings:

1. “Financial Accounting”, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd.,
2. “Accountancy” , M P Gupta & Agarwal , S.Chand
3. “Financial Accounting”, P.C.Tulisan, S.Chand
4. “Financial Accounting for Business Managers”, Asish K. Bhattacharyya, PHI
5. “Financial Accounting Management An Analytical Perspective”, Ambrish Gupta, Pearson Education
6. “Accounting and Financial Management”, Thukaram Rao, New Age Internationals.
7. “Financial Accounting Reporting & Analysis”, Stice&Stice, Thomson
8. “Accounting for Management”, VijayaKumar,TMH 7. “Accounting for Managers”, Made Gowda, Himalaya
9. “Accounting for Management”, N.P.Srinivasan, &M.ShakthivelMurugan, S.Chand
10. Horngen, Sundem& Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	1	2	2	1	2
CO-2	3	2	3	2	2	1
CO-3	2	3	1	2	2	1
CO-4	2	2	1	2	1	1
CO-5	2	2	1	1	1	2



I YEAR:		L	T	P	C
I SEMESTER	22PMB04	4	0	0	4
MANAGERIAL COMMUNICATION					

Course Objective:

- | To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform them as effective communicators.
- | To gain an overall perspective on the nature of human relationships and its impact on communication
- | To understand the psychological underpinnings of human communication.
- | To know the letter writing models,,
- | To gain knowledge about interviews and techniques.

Course Outcomes:

CO1: Student is able to understand how communication takes and its process.

CO2: Student is able to understand types of communication and its importance

CO3 Student is able to understand types of verbal and nonverbal communication and able to communicate through writing

CO4 Student is able to understand how a person able to communicate through nonverbal communication can.

CO5 Student is able to face interview by preparing a resume on their own

Unit – I: Fundamentals of Communication: Introduction -Definition and Purpose of Communication,

– Significance of Communication in Management - Scope- Objective of Communication - Process of

Communication - Communication Structure in Organization, Barriers & Gateway in Communication

- 7 C 'S of Communication - Communication etiquettes.

Unit – II: Types of communication: Formal and Informal Communication- Interpersonal and Intrapersonal Communication - Role of emotion in interpersonal communication- barriers to interpersonal communication – Listening skills: Types of listening – Essential of Good listening skills and tips.

UNIT – III: Verbal Communication– Oral Communication: Advantages and Limitations of Oral Communication, -Interview techniques - Meetings and Managing Meetings Non- Verbal Communication and Body Language: Kinesics, Proxemics, Paralanguage, Haptics, Handshakes Appearance & Posture Appropriate Body Language and Mannerisms for Interviews: Business Etiquettes.



Unit – IV: Written Communication: Significance of business Correspondence – Essentials of Effective business Correspondence, Characteristics, Advantages & Limitations - Report writing – Formal reports – Writing effective letters (formal, Informal) – Different types of letters (official letters, dummy official letters and business letters) – Resume writing: format and skills-Memos, proposals.

Unit – V: Presentation Skills: Prerequisites of Effective Presentation, Format Of Presentation; Practicing Delivery Of Presentation, Assertiveness –Strategies Of Assertive Behavior; Communication Skills For Group Discussion - Types Of Visual Aid, Time Management – Goal Setting.

Suggested Readings:

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi
3. C.S.G. Krishnamacharyulu And Dr.Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
4. Paul Turner: “*Organisational Communication*”, Jaico Publishing House, New Delhi.
5. Sathya swaroop debasish, Bhagaban Das” “*Business Communication*”, Phiprivate Limited, New Delhi, 2009.
6. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
7. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organizational Communication: The Key Stone To Managerial Effectiveness.
8. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi
9. Paul Turner: “*Organisational Communication*”, Jaico Publishing House, New Delhi.
10. Sathyaswaroopdebasish, Bhagaban Das” “*Business Communication*”, Phiprivate Limited, New Delhi, 2009.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	2	2	2
CO-2	2	1	2	1	1	2
CO-3	2	2	2	1	2	1
CO-4	3	2	2	1	1	2
CO-5	3	2	2	2	2	2



I YEAR: I SEMESTER	22PMB05	L	T	P	C
		4	0	0	4
QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS					

Course Objective:

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

Course Outcomes:

CO1 Apply quantitative techniques to translate a real word problem for business decisions and able to understand the concept of linear programming problems.

CO2 Able to understand and apply the concept and Theories of probability.

CO3 Able to understand and analysis of decision making process.

CO4 Analysis the concept of sampling distribution with one sample method.

CO5 Analysis the concept of sampling distribution with two sampling method.

Unit – I: Measures of Central Tendency –Measures of Dispersion –Simple Correlation and Regression Analysis, Matrices - Elementary operations of matrices. Permutations and Combinations – Linear Quadratic, Logarithmic and Exponential function.

Unit - II: Concept of Probability- Applications of Probability-Addition, Multiplication & Bayee's theorems of probability -Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit -III: Introduction to Decision Theory: Steps involved in Decision Making, Different environments in which decisions are made, Decision making under uncertainty, Decision making under the conditions of Risk, Decision tree analysis, Graphic displays of the decision-making process.

Unit – IV: Sampling and Sampling Distributions –Concepts of Testing Hypothesis-Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Test of significance of one Sample of Mean and Proportion of Large and Small Samples.



Unit – V: Test of significance of Two Samples –Tests of significance of difference between Means and Proportions of Small and Large Samples –Chi- square Test of Independence of attributes and Goodness of Fit- Analysis of Variance (ANOVA)-One-Way and Two-Way classifications.

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

Suggested Readings:

1. Fundamentals of mathematical statistics-S.C Gupta & V.K.Kapoor, S. Chand &co, New Delhi.
2. Anand Sharma: Quantitative Techniques for Business decision making. Himalaya publications, New Delhi,2012
3. N.D. Vohra: Quantitative Techniques in Management.-Tata-McGrah Hill private Limited, New Delhi,2011
4. Hamdy, A. Taha: Operations Research:An introduction. Prentice-Hall of India, New Delhi
5. Gupta S.P: Statistical Methods. S. Chand and Sons, New Delhi.
6. Sancheti.Dc&VK Kapoor, Business Mathematics, S. Chand and Sons, New Delhi
7. Operations Research: S.D, Sharma, Kedarnath & Co, Meerut.

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CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	1	2	1	1
CO-2	3	2	1	3	1	1
CO-3	3	3	1	3	1	1
CO-4	3	2	1	1	1	1
CO-5	3	2	1	1	1	1



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I YEAR: I SEMESTER	22PMB06	L	T	P	C
		4	0	0	4
BUSINESS ENVIRONMENT					

Course Objective:

- | To provide basic knowledge on components of business environment.
- | To understand objectives of five years plans, monetary and fiscal policies.
- | To enumerate the fundamentals of Indian economy, business and industry
- | | | | | | To gain knowledge on International business environments and its impact on India business and industry.
- | To get insight on NITI Aayog and other relevant acts.

Course Outcomes

CO1-Outline various components of Business Environment,

CO2- Demonstrate the knowledge of five years plans and various policies

CO3-Apply the knowledge to analyze the current situations and take prudent decisions, CO4- Gain knowledge of international business environment.

CO-5.Application of various act in real business situation.

Unit – I : Business Environment: Concept- Nature and Significance, Components –Factors effecting environment of Business, Environmental awareness - scanning – business planning, technology impact on business, New trade policy-1991 onwards, Industrial Licensing in India.

Unit – II: Economic Environment of Business: Nature and significance, Economic Systems. Economic Planning in India, structure of economy –economic policies-Industrial Policies since independence -monetary policy and fiscal policy –Economic Reforms. LPG model –FDI Policy - MNCs in India.

Unit – III : Political Environment: Concept and Meaning of Political Environment- Political Institutions- Legislature, Executive and Judiciary- Impact on Business -Social Environment - business ethics- Social Responsibility of Business and Its impact on Business Decisions - Partnership Act.

Unit – IV: International Business Environment: Nature – significance– challenges and mechanisms. Balance of Payments - Disequilibrium in BOP - Foreign Trade Policy –EXIM policy– WTO, IPR-TRIPS and TRIMS.

Unit - V: Miscellaneous Acts:– NITI Aayog - Consumer Protection Act 1986- Competition Act- 2002, Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA)-FERA. Information Technology Act.

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



Suggested Readings:

1. Business Environment: Test and Cases, PAUL, McGrawHillEducation, 3rd Ed.
2. Business Environment ---Francis Cherunilam, Himalaya Publishing House
3. A swathappa, K.Business Environment for Strategic Management, HPH.
4. Shaikh Saleem: "Business Environment", Pearsons, NewDelhi.
5. A swathappa K:"Essentials of Business Environment", Himalaya Publishing House, New Delhi, 2011.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	2	2	2
CO-2	2	1	2	1	1	2
CO-3	2	2	2	1	2	1
CO-4	3	2	2	1	1	2
CO-5	3	2	2	2	2	2



I YEAR: I SEMESTER	22PMB07	L	T	P	C
		4	0	0	4
BUSINESS ETHICS (OPEN ELECTIVE)					

OBJECTIVES OF THE COURSE

- To raise students' general awareness of ethical dilemmas at work
- To better understand differing perceptions of interests in business-related situations
- To present the concept of Corporate Social Responsibility, and explore its relevance to ethical business activity
- To prepare students to play a constructive role in improving the ethical considerations of organizations with which they may become involved.
- To foster more careful, disciplined thinking in trying to resolve issues in business ethics

LEARNING OUTCOMES:

Upon successful completion of this course, the student should be able to:

- Recognize organizational challenges to ethical behavior.
- Evaluate common beliefs about ethics—especially common beliefs about the role of ethics in business.
- Demonstrate knowledge of established methodologies of solving ethical problems.
- apply moral reasoning to specific situations and defend the conclusions of that reasoning, Develop strategies for identifying and dealing with typical ethical issues, both personal and organizational.
- Demonstrate an understanding of common ethical problems in businesses and other organizations, and determine practical steps that can be taken to address those problems

Unit – I : Business Ethics The Changing Environment: Business Ethics- Levels and Principles of Business Ethics-Five Myths about Business Ethics- stages of Moral development Kohlberg's study-carol Gilligan's Theo.

Unit – II : Professional Ethics: Introduction to Professional Ethics- Ethics in Production and Product Management-Ethics of Marketing - HRM-Ethics of Finance and Accounting -Ethics of Advertisement

. Ethical Dilemma -Mounting Scandals-Ethical Issues- Preparatory Ethics:
Proactive steps.



Unit – III : Corporate Governance: Introduction to Corporate Governance - Major Corporate Governance Failures- Need for Corporate Governance - Corporate Governance in India, Theories of Corporate Governance - Agency Theory, Stewardship Theory, and Stakeholder Theory – Convergence- Problems of Governance in Companies. Corporate Governance codes and committees

Global reporting initiative – OECD Principles - Cadbury Committee Report - Kumara Mangalam Birla Committee Report - Narayana Murthy Committee Report - SEBI Guidelines - Role of capital Markets, Regulator, Government in Corporate Governance.

Unit - IV: Role of Board: Functions of the Board, Structure of the Board, role of the board, Role, duties and responsibilities of Directors, Types of Directors, Board as a learning organization, Leveraging Good Governance for Competitive Advantage. Conflicts of Interest, Remedial Actions. Governance Ratings - Merits and Demerits.

Unit – V : Corporate Social Responsibility: Definition, Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Core - BCSD India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a business strategy for sustainable development. **Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit**

Suggested Readings

1. A. C. Fernando: Business Ethics and Corporate Governance, 2e, Pearson,2018.
2. SK Mandal: Ethics in Business and Corporate Governance, TMH,2012.
3. C.S.V. Murthy: Business Ethics, Himalaya Publishing House,2012.
4. Sateesh Kumar, Corporate Governance, Oxford University Press,2015.
5. Christine A. Mallin, Corporate Governance, Oxford University Press, 4e, South Asia Edition, 2016.
6. Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press,2015.
7. N. Balasubramanian, Corporate Governance and Stewardship, TMH,2012.
8. A. C. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson,2012.



Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	2	2	3
CO-2	3	3	3	2	2	1
CO-3	2	2	2	1	1	2
CO-4	1	1	1	2	1	1
CO-5	1	2	1	2	1	1



I YEAR: I SEMESTER	22PMB08	L	T	P	C
		4	0	0	4
TECHNOLOGY MANAGEMENT (OPEN ELECTIVE)					

Course objectives: To understand the growing importance of Corporate Governance in

- | To Know the concept of Technology Innovation.
- | To understand the collaborative technology strategy.
- | To evaluate the research and development in organization.
- | To Know the technology forecasting and transfer technology.
- | To measure the technological intelligence in the organization challenges.

Course Outcomes:

- CO1 To evaluate and implement the new technological innovation methods.
- CO2 To execute the research and development s in technology management.
- CO3 Forecasting the technology innovation.
- CO4 To adopt new Transfer of technology.
- CO5 To execute Technological intelligence.

Unit-I : The Process of Technological Innovation: The need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Characteristics of Innovative firms, Dynamics of diffusion, A model of Innovation Adoption, Factors that drive the process of diffusion.

Unit-II : Technology Strategy: Collaborative Arrangements in domains of Technology Strategy, Risks of Collaborative Activity, Evolution of Technology Appropriation principles, External Sourcing of Technological Capability, Productivity of in-house R& D, influence of Environmental Trends.

Unit-III : Research and Development: Program Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

Unit – IV: Technological Forecasting for Decision Making: Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization for Technological Forecasting.

Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

Unit – V: Technological Intelligence: Levels of Technological Intelligence, External Vs Internal Technological Intelligence, Mapping Technological Environment, Mechanism for Data Collection, Analytic Tools, and Managing Environmental Analysis in organizations, Contemporary challenges in mapping the technology environment.

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



Suggested Readings:

1. Tarek Khalil, Management of Technology -The Key to Competitiveness and Wealth, Tata McGraw Hill, Boston, 2015.
2. V. K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
3. Norma Harison and Samson, Technology management – Text and cases, TMH,2015
4. Shane, Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
5. Khandwala, Corporate Creativity, TMH, 2015.
6. Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology,6e, Pearson.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	2	1	2	2	1	1
CO-2	2	1	1	2	1	2
CO-3	3	2	1	1	2	1
CO-4	2	1	2	1	2	2
CO-5	2	2	1	2	1	2



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I YEAR:	22PMB09	L	T	P	C
I SEMESTER		0	0	3	2
LAB FOR BUSINESS ANALYSIS					

COURSE OBJECTIVES:

To Understand the Students Basics Of The Computer Knowledge With Financial Software Knowledge.

COURSE OUTCOMES:

CO 1 Create a workbook, Enter data in a worksheet

CO 2 Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data by using an AutoFilter, Sort data by using an AutoFilter

CO 3 Apply conditional formatting

CO 4 Print a worksheet, Using Print Preview & Other Utilities

CO 5 Use Formulas like V Lookup, H Lookup, Count, Sum, Subtotal,

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

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

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

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

Unit- V Inventory in Tally- Stock – groups – Stock Categories - Godowns / Location Units of Measure - Stock Items - Creating Inventory Masters for National Traders.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	1	1	2	1	2	2
CO-2	2	3	1	3	3	2
CO-3	2	3	1	2	2	2
CO-4	1	2	1	3	1	1
CO-5	1	1	1	2	2	1



I YEAR:	22PMB10	L	T	P	C
II SEMESTER		4	0	0	4
FINANCIAL MANAGEMENT					

Course Objectives:

- | To provide necessary basic for the students as to finance function and Scope and major decision of financial management.
- | To familiarize the student with the concepts of long term and short term, EBIT-EPS & Theories of capital structure.
- | To understand various methods of evaluating investment proposals
- | To understand the dividend decisions and its impact on value of firm
- | To understand basic concept of working capital and procedure of estimating working capital.

Course Outcomes:

CO1: Understanding of the overall role Scope and importance of the finance function.

CO2 : Understand various source of funds and application of EBIT - EPS and theories in determining optimum capital structure

CO3: Demonstrate the ability of evaluating various investment decisions by apply capital budgeting techniques

CO4 : Determining firm's optimal payout ratio (dividend policy) and its impact on value of firm. **CO5:** Analysis and estimate working capital needs of the company and apply methods to measure the efficiency of currents assets

Unit – I: Introduction to Financial Management: Concept - Nature and Scope – Functions of Finance - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management – Major decisions of financial manager.

Unit-II: Financing Decision: Sources of finance - Concept and financial effect of leverage – Capital Structure meaning – Determinants – Features of optimum capital structure – EBIT – EPS analysis – Indifference level of EBIT- Theories of Capital Structure -**Cost of capital**-cost of equity, cost of preference, cost of debentures and retained earnings, Weighted Average Cost of Capital (WACC).

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

Unit-IV: Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy – valuation of the firm – Bonus Shares – Stock Splits – Dividend policies of Indian Corporate.

Unit-V: Working capital Management: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating



Working Capital requirement — Currents Assets Management: Cash management: Receivables management.

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

Suggested Readings:

1. I.M. Pandey: "Financial Management", Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: "Financial Management Theory and Practice", Tata McGrawHill
4. 2011.
5. G.Sudharshan Reddy: Financial Management Principle and practice, ", Himalaya Publishing House, Mumbai.
6. Sudhindra Bhatt: Financial Management Principle and practice, , Excel, Second Edition, 2012.
7. Brigham,E.F: "Financial Management Theory and Practice", Cengage Learning, New Delhi, 2013
8. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: "Financial Management", Himalaya Publishing House, New Delhi, 2013.
9. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

**Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)
CO – PO and PSO MAPPINGS:**

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	2	2	1	2	2	1
CO-2	2	2	-	1	1	-
CO-3	3	2	1	1	1	-
CO-4	1	1	-	1	-	-
CO-5	2	2	1	1	1	-



I YEAR:	22PMB11	L	T	P	C
II SEMESTER			4	0	0
HUMAN RESOURCE MANAGEMENT					

Course objectives:

After successfully completing this program, you should be able to:

- Effectively manage and plan key human resource functions within organizations
- Examine current issues, trends, practices, and processes in HRM
- Contribute to employee performance management and organizational effectiveness
- Problem-solve human resource challenges, Develop employability skills for the Canadian workplace
- Develop effective written and oral communication skills

Course Outcomes:

- CO1 Explain Nature of HRM, Scope, Functions and Objectives, HRM Policies and practices.
- CO2 Implement Recruitment & Selection through different sources & tests
- CO3 Undertake Training and Development programs at different levels
- CO4 Measure Employee Appraisal & provide Compensation
- CO5 Analyze Performance feedback, & follow Performance Appraisal Methods

Unit –I: Human Resources Management: Meaning –Significance - Characteristics of HRM- Evolution of HRM- HR policies - Functions of HRM-Objectives of HRM-Role and position of HR department - Qualities of HR Manager-HRM – changing, global perspective challenges- environment- cross cultural problems- Emerging trends in HRM.

Unit-II: Human Resources Procurement: Job Analysis – Job Description - Job Specification- Need for HR planning-determining the demand for work force – Recruitment- Objectives- Process, Sources of recruitment-Selection Procedure-Tests and Interview Techniques- Mobility of employees -Induction and Orientation.

UNIT-III: Training and Development: Concept and Process - Training Need Assessment-Training Methods-Evaluation of Training Programs-Career Planning and Development - Job design –evaluation - job enrichment - Job rotation - - Management development - HRD concepts.

UNIT-IV: Human Resource Development: Performance Appraisal- Objectives, Traditional and modern methods - Latest trends in performance appraisal - - Wage Structure- Wage and Salary Policies- Determinants of Payment of Wages- Wage Differentials – Minimum wage Act 1948- Incentive Payment Systems – Employee Attrition rate Measurements .

Unit-V: Human Resource Maintenance: Industrial relations- Welfare Management-Nature and concepts – statutory and non- statutory welfare measures –Employees Participation- Managing work place Stress - Quality Circles.



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

Suggested Readings:

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

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	1	2	3
CO-2	2	3	2	3	2	2
CO-3	2	2	3	2	3	1
CO-4	2	3	2	2	2	2
CO-5	1	2	1	1	2	2



I YEAR:	22PMB12	L	T	P	C
II SEMESTER		4	0	0	4
MARKETING MANAGEMENT					

Objectives:

- To familiarize the students with the marketing concepts and develop their analytical skills, as well as conceptual abilities.
- To make students to acquaint knowledge about the product, pricing, promotion and place.
- To develop understanding on Consumer and business buying behavior
- The course introduces the student to concepts, Market segmentation, Customer satisfaction, Pricing and service marketing.
- Demonstrate the current trends & development in the market.

Learning Outcome:

CO1 Formulate a marketing plan that will meet the needs or goals of a business or organization.

CO2 Formulate strategies for developing new and/or modified products concepts, goods and services that respond to evolving market needs.

CO3 Develop strategies for the efficient and effective placement distribution of products, concepts, goods, and services that respond to evolving markets.

CO4 Conduct market research to provide information needed to make marketing decisions.

CO5 employ the management techniques of planning, organizing, directing, and controlling of marketing functions and activities in response to the business needs of the organization

Unit – I: Introduction to Marketing: Definition, nature, scope & importance of marketing - Fundamentals of Marketing Concept – selling concept, production concept, modern marketing concept, Societal marketing. Functions of Marketing, Marketing vs selling-Marketing environment. **Unit**

–II: Market Segmentation: Concept- Process of Market Segmentation. Basis for Segmenting Consumer Markets. Evaluation and selection of target markets–Target marketing strategies, Positioning: Concept - developing and communicating positioning strategies.

Unit-III: Product and Pricing: Product Mix- Product life cycle - strategic implications -New product development. - Pricing- Objectives - Methods – Brand and Branding – Types – Branding Strategies – packing and packaging

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

Unit –V: Distribution, Marketing Organization and Control : Channels of Distribution -Factors Affecting in selection of distribution channels - Channel functions - Channel Levels - -Intensive - Selective and Exclusive Distribution - Organizing the marketing department – Marketing



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implementation - Annual Plan control, Efficiency Control, Profitability Control and Strategic Control- Profitability Control - Efficiency Control - Strategic Control. Marketing Audit- – green marketing – marketing information system.

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

Suggested Readings:

1. Marketing Mgt. by Philip Kotlar (PHI)
2. Arun Kumar, N. Meenakshi Marketing Management, Vikas Publishing House N. Delhi
3. Ramaswamy, V.S.& Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Chandrasekhar K.S,Vijaynicole, Marketing management- text and cases, Tata Mc GrawHill
5. Saxena, R, Marketing management, Tata McGraw-Hill Publishing Co., New Delhi.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	1	2	3	2
CO-2	2	2	2	1	2	1
CO-3	3	2	2	3	1	2
CO-4	2	1	3	1	2	1
CO-5	2	2	1	3	1	1



I YEAR:	22PMB13	L	T	P	C
II SEMESTER		4	0	0	4
PRODUCTION AND OPERATIONS MANAGEMENT					

Course Objective:

- | To gain the knowledge of function, scope and importance of production and operations management.
- | To understand production design , plant layouts and selection of plant location.
- | To get insight into production planning and control.
- | To understand forecasting and capacity planning.
- | To understand various quality management tools and techniques

Course outcome

CO1.Adapt the key concepts and the strategic role of operations management in creating and enhancing a firm's competitive advantages

CO2. Identify and plant production and operations activities such as product and process design, facility location selection and layout, total quality, production planning, and inventory management

CO 3. Assess the significance of various tools and techniques production planning

CO 4. Formulate mathematical models and apply suitable tools in solving business optimization problems

CO5.Assess the importance of preventive measures and formulates maintenance strategy to reduce loss and improve quality

Unit – I: Introduction - Production and Operations Management - Nature and Scope – Importance - Function-Manufacturing& Theory of Constraint -Recent trends in Operations Management – concept of contract manufacturing

Unit – II: Product Designing & Process Selection – Product Design – stage in product design Process –Plant Location – Factors influencing the plant location– Plant Layout – Types – Work Study- Techniques of work study – Method Study – work measurement – job design.

Unit – III: Production Planning and Control –Stages in PPC –Type of Production systems - Value Analysis – Process –types of Value Analysis- Value Engineering Procedure – Optimal Production Strategies- Scheduling and Sequencing of Operations - Just in Time (JIT) & lean system.

Unit –IV Forecasting & Capacity Planning: Methods of Forecasting-Overview of Operation Planning- Aggregate production planning -Material requirement planning-Production strategies- Capacity Requirement Planning -Supply Chain Management- Purchase Management.

Unit – V: Inventory and Quality Management–Inventory Management– Objectives – Inventory Control Techniques-Statistical quality control – Control Charts – Acceptance SamplingQuality



Management – Definition – Dimensions – Cost of Quality -Quality Circles-Continuous improvement (Kaizen) -ISO (9000&14000 Series)- Total Quality Management- Six Sigma.

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

Suggested Readings:

1. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009.
2. B. Mahadevan: Operations Management-Theory and Practice, Pearson Education, 2008.
3. Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition, 2009.
4. Chunawalla& Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	2	2	1	2	2	1
CO-2	2	1	1	1	1	1
CO-3	2	2	1	1	1	1
CO-4	2	2	1	1	2	1
CO-5	3	2	1	1	1	1



I YEAR: II SEMESTER	22PMB14	L	T	P	C
		4	0	0	4
RESEARCH METHODOLOGY FOR BUSINESS MANAGERS					

Course Objective:

- | To develop understanding of the basic framework of research process
- | To identify various sources of information for literature review and data collection
- | To understand the data analysis and presentation
- | To understand various statistical tools and their applicability in research.
- | To enable them to write a research report and thesis.

Course Outcomes:

CO1 – understand advanced design, methodologies and analysis in business research methods, including key terms, classifications and systematic applications to the research data and design of a research project

CO2- Apply knowledge in collecting data from various sources.

CO3- Demonstrate knowledge in data analysis and interpretation .

CO4- Applying appropriate statistical techniques in the analysis of data

CO5- Demonstrate the abilities in preparing research reports.

Unit - I : INTRODUCTION: Nature and Importance of Research - Objectives of Research- Types of Research - Defining Research Problem - Social Research - -Role of Business Research- - Ethical Issues in Business Research. Research Process.

Unit – II : DATABASE: Primary and Secondary data- Tools and Techniques of collecting data- Methods of collecting data - Sampling Design and Sampling Procedures –Types - Designing Questionnaire- Measurement and Scaling Techniques – sources of secondary data.

Unit - III: SURVEY RESEARCH and Data Analysis: Research Design– Selection - Field Work Management - Data processing- Editing - Coding- Classification of Data- Data Analysis and tabulation- interpretation tables and diagrammatical and graphical representation of the data.

Unit – IV: STATISTICAL INFERENCE: Formulation of Hypothesis - Tests of Hypothesis- Null Hypothesis and Alternative Hypothesis- Procedure for testing Hypothesis - Parametric and Non Parametric Test - t-test, f-test, z-test, Factor Analysis, Cluster Analysis, Chi-Square test. Multi-Variant Analysis: Classification - Analysis of Dependence and interdependence, Bi-variant analysis, tests of differences, ANNOVA Test.

Unit – V: Data Analysis and Report Writing: Discriminate Analyses-Factor Analysis-Types of reports-parts of report and presentation of reports.



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

Suggested Readings:

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Gupta: "Statistical Techniques & Research Methodology", Kalyani Publishers.
3. A. Bhujangarao, Research Methodology, Excel Books, 2008.
4. A.N. Sadhu, Amarjit Singh, Research methodology in social sciences, 7th Edition Himalaya Publications.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	3	2	2	2	1
CO-2	3	2	2	2	2	2
CO-3	2	3	2	2	1	-
CO-4	2	3	-	2	-	2
CO-5	2	2	1	1	1	1



I YEAR: II SEMESTER	22PMB15	L	T	P	C
		4	0	0	4
MANAGEMENT INFORMATION SYSTEM- (Open Elective)					

Course Objectives

The objective of the course is to provide the basic concepts of systems concepts and Management of Information System and utility of the systems for the managerial decisions.

Course Outcomes

CO 1: To Learn Need, Purpose and Objectives of MIS.

CO 2: Implement Data Base Management Systems and Relational Data Base Management Systems

CO3: Evaluate Information ERP, CRM, and DSS as a strategic resource.

CO 4: To know Mainframe, Product based MIS evaluation.

CO 5: To learn Information Security Control and Quality Assurance.

I. MIS An overview - Introduction, Need for MIS and IT nature and scope of MIS, MIS characteristics, Structure of MIS, role of MIS in global business. Challenges of Managing MIS.

II. Data resource management - Data base concepts, The traditional approaches, the modern approaches (Data base management approaches) DBMS, Data models, Data ware housing and mining.

III. Business application of IS - Enterprise systems, ERP, CRM, SCM, DSS, Types of decisions, Decision support techniques, Decision making and Role of MIS, Business intelligence and Knowledge management systems.

IV. Management of IS - Project planning, SDLC, System development models, Project management, system analysis, system design, Implementation process, Product based MIS evaluation, Cost /Benefit based evaluation, Process based calculation, System maintenance.

V. Security, Ethical & Social Issues: IS security threats, Protecting IS, IS Security Technologies, The disaster recovery plan, IS Ethical Issues, social issues.

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

References:

1. Managerial Perspective, D.P.Goyal, Vikas Publications
2. Management Information Systems, C Laudon and Jane P.Laudon, et al, Pearson Education.
3. MIS, Hossein Bidgoli, Nilanjan Chattopadhyay, Cengage Learning
4. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill



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Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	2	2	1	1	2	1
CO-2	3	1	1	2	2	2
CO-3	2	1	1	2	1	1
CO-4	1	2	1	1	1	1
CO-5	2	1	2	2	1	1



I YEAR:	22PMB16	L	T	P	C
II SEMESTER		4	0	0	4
CROSS CULTURE MANAGEMENT - (Open Elective)					

Course objectives: To understand the growing importance of Corporate Governance in

- | To study the concept of cross culture Management.
- | To know the global business in the communication culture.
- | To identify the skills and knowledge the organization culture.
- | To develop the global human resource management in global scenario.
- | To evaluate the corporate organization culture.

Course Outcomes:

- CO1 To implement the cross culture Management in the organization.
- CO2 To gain the knowledge of the main parameters characterizing the national culture and methodology of its measurement.
- CO3 The process of the communication culture for global business scenario
- CO4 To execute the global human resource management in global scenario.
- CO5 To understand the global human resource management.

Unit –I: Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] –An Analytical framework.

Unit –II: Culture and Global Management – Global Business Scenario and Rol of Culture. Framework for Analysis Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

Unit –III: Cross Culture –Negotiation & Decision Making –Process of Negotiation and Needed Skills & Knowledge Base –Overview with two illustrations from multicultural contexts [India –Europe/ India –US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit –IV: Global Human Resources Management –Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] –Retention strategies.

Unit –V: Corporate Culture –The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change



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Phase; Measurement of ongoing Improvement.

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

Suggested Readings:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. EsennDrlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	2	1	2	1	2	1
CO-2	2	2	1	2	1	1
CO-3	3	1	2	2	1	2
CO-4	2	1	2	1	2	1
CO-5	2	2	2	1	1	2



I YEAR: II SEMESTER	22PMB17	L	T	P	C
		4	0	0	4
PROJECT MANAGEMENT - (Open Elective)					

COURSE OBJECTIVES:

- | The objective of this course is to enable the students to gain basic knowledge about the concept of project management, project life-cycle and project appraisal.
- | To acquaint the students about various issues of project management.
- | To make them understand the concepts of Project Management for planning to execution of projects.
- | To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
- | Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.

COURSE OUTCOMES:

Course Outcomes On completion of this course, the students will be able to: CO1

Understand project characteristics and various stages of a project.

CO2 Understand the conceptual clarity about project organization and feasibility analyses – Market, Technical, Financial and Economic.

CO3 Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.

CO4 Understand the contract management, Project Procurement, Service level Agreements and productivity.

CO5 Understand the How Subcontract Administration and Control are practiced in the Industry. Apply the risk management plan and analyze the role of stakeholders.

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

Unit- II: Market feasibility -Market survey –Categories of Market survey –steps involved in conducting market survey–Demand forecasting techniques, sales projections.

Unit- III: Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities.



Legalities – Basic legal provisions. Development of Program Evaluation & Review Technique (PERT)
–Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) –Critical Path Method (CPM)

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

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

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

Suggested Readings:

1. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018
2. Prassana Chandra, Project Management, 7th edition, Tata McGraw Hill Education (India)Pvt Ltd.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	2	1	1	3	2	3
CO-2	1	3	1	2	2	1
CO-3	2	2	3	1	1	2
CO-4	2	2	2	3	2	3
CO-5	2	2	2	3	2	3



I YEAR: II SEMESTER	22PMB19	L	T	P	C
		0	0	3	2
R- PROGRAMMING LAB					

COURSE**OBJECTIVE:**

- | Use R for statistical programming, computation, graphics, and modeling,
- | Write functions and use R in an efficient way,
- | Fit some basic types of statistical models
- | Use R in their own research,
- | Be able to expand their knowledge of R on their own.

COURSE**OUTCOMES:**

- CO1 List motivation for learning a programming language
- CO2 Access online resources for R and import new function packages into the R workspace
- CO3 Import, review, manipulate and summarize data-sets in R
- CO4 Explore data-sets to create testable hypotheses and identify appropriate statistical tests
- CO5 Perform appropriate statistical tests using R Create and edit visualizations

UNIT-I: All the theory content here below shall be executed with examples. Introduction, How to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes.

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

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

UNIT-IV: Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot Function – Customizing Graphs, Saving Graphs to Files.



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UNIT-V: Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions

Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests,- ANOVA.

REFERENCE BOOKS:

1. The Art of R Programming, Norman Matloff, Cengage Learning
2. R for Everyone, Lander, Pearson
3. R Cookbook, Paul Teetor, Oreilly
4. R Programming By Dr.T. Murali Mohan , S.Chand Publications.
5. Garrett Golemund, Hands on Programming with R, Oreilly

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1)

CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	1	1	2	1	2	2
CO-2	2	3	1	3	3	2
CO-3	2	3	1	2	2	2
CO-4	1	2	1	3	1	1
CO-5	1	1	1	2	2	1



II YEAR: I SEMESTER	22PMB20	L	T	P	C
		4	0	0	4
STRATEGIC MANAGEMENT					

COURSE OBJECTIVE:

- To provide a Strategic orientation in conduct of the business.
- To learn the major initiatives taken by a company's top management
- It entails specifying the organization's mission, vision and objectives
- Developing policies and plan to understand the analysis and implementation of strategic business units.
- To know the strategic evaluation and control.

COURSE OUTCOMES:

- This Course will create knowledge and understanding of management concepts.
- organizational perspectives the development of appropriate organizational policies
- strategies within a changing context to meet stakeholder interest
- Information systems to learn from failure key tools and techniques for the analysis and design of information systems
- Including their human and organizational as well as technical aspects.

UNIT-I

Introduction: Concepts in Strategic Management, Strategic Management as a process- Developing a strategic vision, Mission, Objectives, Policies–Factors that shapes company's strategy–Crafting a strategy. - Corporate Governance and Social responsibility. -case study

UNIT-II

Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model.

UNIT-III

Strategy Formulation: Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business



And functional levels. Types of Strategies - Balance Score Card - Strategic business units.

UNIT-IV

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

UNIT-V

Strategy Evaluation and control – Techniques of strategic evaluation & control establishing strategic controls - Measuring performance –appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance – problems in measuring performance – Strategic surveillance -strategic audit.

References

1. P.SubbaRao:BusinessPolicyandStrategicManagement,HimalayaPublishingHouse,New Delhi,2010
2. Kazmi:StrategicManagementand BusinessPolicy,TataMcGrawHill,2009
3. R.Srinivasn:StrategicManagement,PHILearning,NewDelhi,2009
4. AdrianHaberberg&Alison:StrategicManagement,OxfordUniversityPress,NewDelhi,2009
5. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
6. Dr.DharmaBir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	1	1	2
CO-2	2	2	2	2	2	2
CO-3	2	2	2	2	2	2
CO-4	3	2	3	2	3	2
CO-5	3	2	3	1	3	2



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II YEAR: I SEMESTER	22PMB21	L	T	P	C
		4	0	0	4
CORPORATE LEGAL FRAMEWORK					

Course objective:

- Explain the basic elements of forming an enforceable contract and agreement.
- Classify various negotiable instruments and reason of its dishonor.
- To understand basic concepts of sale of goods and elements of consumer protection act.
- Creating awareness on various section of India Partnership Act and LLP Act
- Enumerate the types of companies its management and its rules of corporate governance.

Course Outcomes:

- On completion of this course, learners will be able to: Identify the fundamental legal principles behind contractual agreements. apply various element of contract act in the business practices.
- Able to understand and apply various negotiable instruments.
- Student must learn various condition and warranties of sales and various provision of consumers protection act.
- Capable of drafting partnership deed and understand rights and obligation of partners.
- Capable of incorporate the joint company and able conduct various meeting of the company and windup operation.

UNIT I

Commercial Law: The Indian Contracts Act, 1872 – Nature of the Act and importance of commercial Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration – Free Consent – Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

UNIT II

Contract of Agency: Kinds of Agents – Creation of Agency- Duties and Rights of Principal and Agents- Principal's Liability for the Acts of the Agent-Liability of Agent – Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.

UNIT III



Sales of Goods Act: Sale and Agreement to Sell – Rights and Duties of Seller and Buyer – Rights of Unpaid Seller. Consumer Protection Act, 1986: Consumer Right –Machinery for Redressal of Consumer Grievances. Information Technology Act 2000.

UNIT IV

Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration – Duties and Rights of Partners – Dissolution of Partnership - Limited Liability Partnership Firms (LLPs).

UNIT V

Company Act 2013: Nature and Types of Companies – Formation – Memorandum of Association- Articles of Association – Duties of Directors-Winding up – Meeting – Concept of Proxy.

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

References

1. Ravindra Kumar: “Legal Aspects of Business”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “Business Legislation for Management”, Vikas Publishing House, New Delhi, 2012
3. Pathak: “Legal Aspects of Business”, Tata McGraw Hill, New Delhi, 2010
4. S.N.Maheshwari, S.K.Maheshwari: “A Manual of Business Laws”, Himalaya Publishing House, 2013.
5. P.K.Padhi: “Legal Aspects of Business”, PHI Learnings, New Delhi, 2013
6. Business Law, D. Chandra Bose, PHI learning PVT Ltd
7. **Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:**

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	2	1	2
CO-2	2	2	1	1	1	1
CO-3	3	2	2	1	1	1
CO-4	3	2	2	2	2	2
CO-5	3	3	2	2	2	2



II YEAR: I SEMESTER	22PMB22	L	T	P	C
		4	0	0	4
MANAGEMENT OF INDUSTRIAL RELATION					

Course Objectives

- To help the students to understand the functions, responsibilities of managers and its principles.
- To understand the process of planning and decision-making.
- To insights into various types of organization structure and their applicability.
- To enable students to understand significance of organization behavior, individual and group behavior.
- To describe the effective motivation process, leadership and cause of organizational conflicts and change.

Course Outcomes:

- To help the students to understand the factors in management of industrial relations.
- To understand the trade union policies and acts.
- To understand the employee grievances and bargaining of employees in the organization.
- To understand the consequences and causes of industrial disputes.
- To understand the Employee Engagements, Measurements and Strategies of employee.

UNIT I :

Introduction to Management of Industrial Relations: Definition - Concept- meaning-scope and significance of management industrial relations – objectives -Theoretical perspective-Evaluation – Background of management industrial Relations in India-Influencing factors of management of industrial relation and the consequences. Management industrial relations in Global -Recent Trends in Industrial Relations -Approaches to MIR - Technological Changes in management industrial relations.

UNIT II:

Trade Unions: Introduction- growth of Trade Unions in India - Trade Union Structure & Movement in India. Industrial Relations Law- Trade Union Act 1926. Union recognition-Union Problems- Rules 1957-



UNIT III:

Employee Grievances: Causes of Grievances –Grievances Redressal Machinery –Discipline in Industry -Measures for dealing with Indiscipline–Standing Orders-Code Discipline. Employees-Association-Collective-Bargaining-Characteristics-Importance-Principles-Essential conditions for the success of collective bargaining –Negotiating techniques and skills- process of CB-Participation in the bargaining process.

UNIT IV:

Industrial Disputes: Meaning, nature and scope of industrial disputes – Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India. Trade Union Organization and Management

UNIT V:

Employee Engagement: Concept-Definition-Elements-Factors-Levels-Driers of Employee Engagement- Measurement-Strategies-The role of managers in engaging the employees-Role of Employers' Organizations in Industrial Relations.

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

References

1. C.S Venkataratnam: —Industrial Relations, Oxford University Press, New Delhi, 2011
2. Sinha: —Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013
3. Mamoria: —Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: —Industrial Relations, Excel Books, New Delhi, 2010
5. ArunMonappa: —Industrial Relations, TMH, New Delhi. 2012

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's)

(Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:



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	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	1	1	2
CO-2	3	3	2	2	2	2
CO-3	2	2	2	1	2	1
CO-4	3	2	3	2	3	1
CO-5	3	2	3	1	3	1



II YEAR:		L	T	P	C
I SEMESTER	22PMB23	4	0	0	4
MANAGEMENT OF CHANGE AND DEVELOPMENT					

Course Objectives.

- To understand the nature of the developmental process in organizations.
- To comprehend the main derives and approaches of the change.
- To realize and apply the stages of the Management development process.
- To equip students with knowledge & skills required for effective change and Management development.
- To provide students with knowledge of resistance to change and techniques of handing it.

Course Out comes.

- Gaining knowledge about Management development process.
- How to change and develop organizations.
- Better understanding of the change management model.
- Skills needed to develop an action plan for the development process.
- Better understanding of change resistance and how to handle it

UNIT I:

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Change Process and its stages; Change Management Principles; Implementing Change Improvement Systems.

UNIT II:

Management of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Dimension of change; Individual Behavior Changes and Organizational Performance Changes. Change as Transformation.

UNIT III:

Implementing Change: Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Strategies for Change; Aligning Structure; Systems and Resources; Removing Road Blocks; Absorbing Changes into Organization



UNIT IV:

HR and Technological change: Introduction to special features of new technology; organizational implications of technological change; Managing Change through Balanced Scorecard; Employee Empowerment, Emotional Intelligence and employee productivity; Approaches to Change Management.

UNIT V:

Organizational Development (OD): Concept and Evolution; Models of OD; OD Interventions; Role Analysis Technique; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; OD Interventions in Indian Organizations.

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

Reference:

1. Cummings: —Theory of Organization Development and Changel, Cengage Learning, New Delhi, 2013.
2. Nilakant, V. and Ramnaryan, S., Managing Organizational Change, Response Books, New Delhi.
3. Beckhanrd, Richard and Harris, Reuben T., Organizational Transitions: Managing Complex Change, Addison, - Wesley, Mass
4. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organizational Change, Free Press, New York.
5. Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, and New York.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate –

2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	1	1	3	2	3	1
CO-2	2	1	3	2	2	2
CO-3	2	2	2	1	2	1
CO-4	2	2	2	2	2	2
CO-5	3	2	2	2	2	2



Electives (Finance)

II YEAR: I SEMESTER	22PMB24	L	T	P	C
		4	0	0	4
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT					

Course Objective:

- The main objective of paper is to explain the investment decision making and investment process. It focuses on the investment analyses.
- To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
- To familiarize the students with the fundamental and technical analysis of the diverse investment avenues.
- To learn the Theories of Portfolio management and also the tools and techniques for efficient portfolio.
- To Evaluate the Portfolios .

Course Outcomes:

- To provide a theoretical and practical background in the field of investments.
- Valuing equity and debt instruments.
- Designing and managing the bond as well as equity portfolios in the real world.
- Portfolio management framework
- Measuring the portfolio performances.

UNIT I:

Introduction – Investment Objectives – Investment Attributes - Non-marketable financial assets Money market instruments - Investment Process - Investment Environment - Investment vs. Speculation, Investment vs. Gambling – Security Analysis's. Portfolio Management – Portfolio Management Process - Capital Markets - Trading and settlement - Market Indices – Basics of stock markets – Calculation of SENSEX and NIFTY.

UNIT II:

Introduction to Risk– Return Tradeoff - Measures, Analysis, Determinants of Required Rates of Return and Relationship between Risk and Return (Calculations) - Risk-free rate and its influencing factors and Risk Premium - Measurement of Total Risk - Preference Shares and Equity Shares.



Unit-III:

Fundamental Analysis—Economy, Industry and Company Analysis, Forecasting earnings, Efficient Market Hypothesis, Different Forms of EMH – Technical Analysis – Efficient Market Hypothesis -Forms of Market Efficiency- Valuation of Bond -Fundamentals, Valuation of Bond pricing and Yield -Bond Theorem -, Bond Portfolio Management Strategies.

Unit-IV:

Capital Asset Pricing Model (CAPM): Introduction to portfolio management, framework- Portfolio Models Markowitz Model, Efficient Frontier and construction of Optimal Portfolio – theory -Sharpe Single Index Model, Capital Market Theory: CML, SML, and Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit-V:

Performance Evaluation of Portfolios – Portfolio execution - Portfolio Revision, and Performance Evaluation Sharpe Model–Jensen's Model - Tenor's Performance Index-Fama model -Evaluation of Mutual Fund.

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

Reference Books:

1. Investment Analysis and Portfolio Management by Reilly and Brown, Cengage Learning, India Ed.
2. Investment Analysis and Portfolio Management by Prasanna Chandra
3. Security Analysis and Portfolio Management by Punithavathi Pandian
4. Security Analysis and Portfolio Management by Donald Fisher

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	1	1	2
CO-2	3	3	2	2	2	2
CO-3	2	2	2	2	2	2
CO-4	3	2	3	2	3	2
CO-5	3	2	3	1	3	2



II YEAR: I SEMESTER	22PMB25	L	T	P	C
		4	0	0	4
Financial Markets and Services					

Course Objectives

- Understand functions and operations of the financial markets and institutions operating in India
- Able to apply knowledge of structure and regulation of financial services sector.
- Evaluate and create strategies to promote leasing and factoring services
- Able demonstrate knowledge and skills in the process of credit rating
- Understand structure and classification Indian banking and insurance system and its regulations.

Course Outcomes:

- The student will know the role of financial system in economic
- The student will learn about Indian financial markets, regulators of financial markets, financial institutions.
- Enhancement of knowledge about financial services in India.
- Ability to evaluate leasing, factoring and forfeiting services.
- Understand Indian banking and insurance regulation.

UNIT – I:

Structure of Financial System: Structure of Financial System – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities.

UNIT – II:

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – **Merchant Banking**– Meaning-Types – Role and function of Merchant Bankers – Pre and post Issue services-Regulation of Merchant Banking in India.

UNIT – III:

Fund Based Financial Services: Venture Capital: Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring and Forfeiting Evaluation -Types of Factoring Arrangements-Factoring in the Indian



Context . Leasing – types of Leases – Evaluation of Leasing Option vs. Borrowing - Bill Discounting.

UNIT – IV:

Credit Rating & Mutual Funds: Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Debt Securitization – Concept and Application

UNIT – V:

Banking and Insurance: Structure and Classification of Indian banking system-Trends in banking system- Banking Regulation – NPA- type – measures to control NPA'S Insurance –types – Reinsurance- IRDA- function.

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

References

1. Bhole&Mahakud, Financial Institutions and Market, TMH, NewDelhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers,Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int PubHouse
4. Anthony Saunders and MM Cornett, Fin Markets &Institutions, TMH,
5. Edminister R.D., Financial Institution, Markets and Management.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, NewDelhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
9. Meir Khan – Financial Institutions and Markets, OxfordPress.
10. Gordon and Natarajan - Financial Markets and Services – Himalayan Publishing House

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	2	1	1
CO-2	3	3	2	2	2	1
CO-3	2	3	1	1	1	1
CO-4	3	3	1	1	1	1
CO-5	2	2	2	2	1	1



ELECTIVES (MARKETING)

II YEAR: I SEMESTER	22PMB26	L	T	P	C
		4	0	0	4
RETAIL MANAGEMENT					

Course Objectives

- To help the students to analyze the retail marketing environment.
- To enable the students to understand the retail store layout.
- To observe and analyze the retail strategies and pricing policies.
- To understand and analyze the retail promotional activities.
- To understand and analyze the International Retail Marketing.

Course Outcomes:

- ❖ Clarify the concept and related terms in retailing. Comprehend the ways retailers use marketing tools and techniques to interact with their customers
- ❖ To understand the various formats of retail store layouts and locations.
- ❖ To demonstrate the tactics in retailing and pricing policy.
- ❖ Recognize and understand the customer and sales oriented promotions.
- ❖ Its enables to understand the International Retail Marketing.

Unit – I

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

Unit – II

The Retail Marketing Store Location and Layout:- Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies.

Unit – III

Retail Strategies & pricing policy:- Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions, **Retail Pricing:** Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies,



Psychological pricing, Mark-up and Mark-down Pricing , Procter and Gamble's Value Pricing Strategy

Unit – IV

Retailer Promotions:-Consumer Promotions (Coupons, Rebates, Loyalty Programs, Online, and Special Event Promotions)-Calculating Promotion Profitability-Trade Deals, Rebates-Measuring Promotion Effectiveness-Sales Promotion Strategy.

Unit – V

International Retailing:- Market Entry Methods, Stages in Retail Global Evolution, Reasons, Benefits and Other Opportunities of International Retailers, Features and Challenges of International Retailer, Classification of International Retailers.

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

References:

1. Sheikh and Kaneez Fatima, —Retail Management, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:|The Art of Retailing|, Tata McGraw Hill Education Pvt. Ltd. N. Delhi.2011
3. Sivakumar, A —Retail Marketing|, Excel Books, New Delhi, 2007
4. Swapna Pradhan, —Retail management|, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
5. George e Belch & Michael A Belch- Advertising & Sales Promotions An Integrated Marketing Communications Perspective- Tata Mc Graw Hill

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	1	2	1	3	3	2
CO-2	2	2	1	3	3	2
CO-3	2	3	1	3	3	3
CO-4	1	2	1	3	3	3
CO-5	2	2	1	3	3	3



II YEAR: I SEMESTER	22PMB27	L	T	P	C
		4	0	0	4
Advertising and Brand Management					

Course Objective:

- To help the students to Advertising environment.
- To enables the students to understand the Media and role.
- To analyze the Advertising Budgets & Agencies.
- To understand and analyze the Brand and Firm Brands and Consumers.
- To understand and analyze the Brand Equity Brand Personality.

Course Outcomes

- To understand the nature, role, and importance of advertising in marketing strategy
- To understand effective design and implementation of advertising strategies
- To present a general understanding of content, structure, and appeal of advertisements
- To understand the concept of brand management.
- To know the competition of Indian brands for Global market.

Unit 1: Introduction: Meaning, Scope and objectives of Advertising- 5 Ms of Advertising –Socio- Cultural and Ethical dimensions of Advertising–Influencing factors–Recent trends in Advertising–Advertising Copy - Meaning, essentials of Good Advertising Copy –Creativity in Advertising.

Unit II : Advertising Media: Planning & Strategy – Types of Media – Electronic Media; Print Media- Advertising through Internet-Out door Media– Media Scheduling Decisions–Media Mix Decisions–An Overview of Media Scenario in India

Unit III: Advertising Budgets & Agencies: Planning for Advertising Budgets – Methods of Determining Advertising Budgets–Advertising Agencies–In house Agencies- Functions – Media Companies and Supporting- Organizations–Advertising Effectiveness measurement.

Unit IV: Concept of Brand: Brand and Firm– Brands and Consumers–Brand Identity– Brand Image– Protecting Brand –Brand Perspectives–Brand Levels–Brand Evolution



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Unit V: Brand Equity: Brand Loyalty–Brand Equity–Brand Personality–Building Brands–Brand Extension Strategies–Brand Positioning– 3CsofPositioning–CompetitivePositioning–BuildingIndianbrands for global markets.

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

REFERENCES

1. George,E.Belch&MichaelABelch,Advertising&Promotion,TataMcGrawHill
2. ChunawalaSA, &KCSethiya, FundamentalsofAdvertising–Theory&Practice, Himalaya
3. Lane,AdvertisingProcedures,Pearson
4. RajeshC. JampalaandP. AdiLakshi, AdvertisingandbrandManagement,Duvvuri
5. HarshV.Varma,BrandManagement, Text&Cases, ExcelBooks
6. Mathur,UC,Product&Brand Management,ExcelBooks
7. Chunwala,BrandManagement,Himalaya
8. TapanK. Panda,BuildingBrands, ExcelBooks

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	1	2	2	2	1	2
CO-2	2	2	2	2	2	1
CO-3	2	2	3	2	2	2
CO-4	2	3	3	2	2	2
CO-5	2	2	3	2	3	2



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II YEAR: II SEMESTER	22PMB28	L	T	P	C
		4	0	0	4
LOGISTICS AND SUPPLY CHAIN MANAGEMENT					

Course Objectives:

- To provide understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain.
- To impart knowledge on the various functions of logistics management.
- To educate on designing of the supply chain network.
- To clarify the significance of establishing global supply chain.
- To highlight the role of information technology in supply chain.

Course Outcomes:

- Understand the cyclical perspective of logistics and supply chain process.
- Learn about the distribution, transportation, warehousing related issues and challenges in supply chain.
- Appreciate the significance of network design in the supply chain.
- Gain knowledge of various models / tools of measuring the Supply Chain Performance.
- Appreciate the role of coordination and technology in supply chain management.

Unit –I:

Introduction to Supply Chain: Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Logistics & SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Strategic Fit, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability.

Unit – II:

Introduction to Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, Transportation: Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. Outsourcing: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL).



Unit – III:

Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors Influencing Distribution, Design Options, e-Business and its Impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modeling for Supply Chain.

Unit – IV:

Supply Chain Performance: Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network.

Unit – V:

Coordination in a Supply Chain: Importance of Coordination, Lack of Supply Chain Coordination and the Bullwhip Effect, Obstacles to Coordination, Managerial Levels, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain, Supply Chain 4.0.

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

Suggested Readings:

- ❖ IMT Ghaziabad Advanced Supply Chain Management, Sage Publications, 2021.
- ❖ Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
- ❖ K Sridhara Bhat, Logistics & Supply Chain Management, HPH, 1e, 2017.
- ❖ Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.
- ❖ Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning, 1e, 2005.
- ❖ Ballou, R.H. Business Logistics Management. Pearson Education, 5e, 2014.
- ❖ Coyle, Bardi, Langley, the Management of Business Logistics – A Supply Chain Perspective, Thomson Press, 7e, 2003.



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Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	1	2	2	1	2
CO-2	2	2	2	2	2	2
CO-3	2	2	2	2	2	3
CO-4	1	2	3	2	2	2
CO-5	2	3	3	1	3	2



II YEAR: II SEMESTER	22PMB29	L	T	P	C
		4	0	0	4
INNOVATION&ENTREPRENEURSHIP					

Course Objectives:

- To understand the Entrepreneurship and its role in the society.
- To understand the process of Entrepreneurship & preparing business plans.
- To gain knowledge about the Entrepreneurship Development Institutions of Government.
- To understand the issues of Family Business and Social Entrepreneurship.
- To know the concept of innovation and IPR

Learning Outcomes:

- Would understand the need and significance of Entrepreneurship in the Economy.
- Would develop Entrepreneurial Competencies.
- Could develop Business Plan with the required contents.
- Understand contribution of family business and Social Entrepreneurship in the Economy.
- Too understand the innovation Intellectual Property Right

Unit-I Entrepreneurship: Definition-Importance-Characteristics and Qualities of Entrepreneurship-Types of Entrepreneurs-Social Entrepreneur -Theories of Entrepreneurship-Entrepreneurial Motivation-Role of Entrepreneurship-Corporate Entrepreneurship.

Unit-II Creativity and Entrepreneurial Plan: Idea Generation-Screening and Project Identification-Creativity-Feasibility Analysis-Project Planning-Evaluation-Monitoring and Control-Segmentation-Targeting and Positioning of Product-Role of SIDBI-NIESBUD-DIC.

Unit-III Operation Problems: Incubation and Take-off-Problems encountered Structural-Financial-and Managerial Problems-Types of Uncertainty-Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

Unit-IV Family and Non-Family Entrepreneurs-- Role of Professionals -Role and Importance of Woman Entrepreneur-Sick Industries-Reasons and Remedies for Sickness-Role of BIFR in revival.



Unit-V Introduction to Innovation Management- Managing Innovation within Firms-New Product Strategy-Managing New Product Development-Managing for Intellectual Property Right-New Venture Management.

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

REFERENCES BOOKS

- 1.Couger, C-Creativity and Innovation (IPP,1999)
- 2.Holt-Entrepreneurship: New Venture Creation (Prentice-Hall)1998.
- 3.Dollinger M J-Entrepreneurship (Prentice-Hall,1999)
- 4.Jonne&Ceserani-Innovation&Creativity (Crest)2001
- 5.BridgeSetal-Understanding Enterprise: Entrepreneurship and Small Business (Palgrave,2003)

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	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	3	3	3	3	3
CO-2	3	3	3	3	2	3
CO-3	3	2	2	3	2	3
CO-4	3	3	2	2	2	2
CO-5	3	3	2	2	2	2

**ELECTIVES (HUMAN RESOURCES MANAGEMENT)**

II YEAR: II SEMESTER	22PMB30	L	T	P	C
		4	0	0	4
COMPENSATION AND PERFORMANCE MANAGEMENT					

Course Objective:

- Arching Individual Employee Goals Of EMPLOYEES along with organizational goals
- Enhance the skills personal development of employees to managers help
- Encourage the work the helps in business goals
- Effective communications between individuals and team work
- Determining individual training and performanas of plans

Course Outcomes: Students will be able to:

- Understand the performance management.
- Understand the Performance Management Planning and strategic planning implementation.
- To understand the Compensation management Structure and types.
- To understand Management System of performance management
- To understand Role of compensation and Reward in Modern organizations Compensation

Unit-1 Introduction: Definition -concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance- Importance - linkage of PM to other HR processes-Performance Audit.

Unit-II Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process Planning Individual Performance- Strategic Planning-Linkages to strategic planning- Barriers to performance planning-Competency Mapping-steps-Methods.

Unit-III Compensation Structure: Compensation Structure -History and past practices, elements of management compensation-Types of compensation system-Performance based and Pay based structures- Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors



affecting-Tax Planning-Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-fixation of tax liability salary restructuring.

UNIT-IV Management System: objectives - Functions- Phases of Performance Management System- Competency. Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring- Monitoring Process Periodic reviews- Problem solving- engendering trust-Role efficiency Coaching- Counselling and Monitoring- Concepts and Skills.

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

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

References

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



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Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	1	2	2	1	2
CO-2	2	3	2	1	2	3
CO-3	3	2	2	1	3	1
CO-4	2	3	1	2	2	3
CO-5	2	2	2	3	2	2



II YEAR: II SEMESTER	22PMB31	L	T	P	C
		4	0	0	4
GLOBAL HRM					

Course Objective:

- Students gain the knowledge and main aspects of G hrm
- Students gain the knowledge need for success for humanresouses professions
- Students will develop the skills needed for successful hr manager
- Student would prepaid to implemented the concept learn in the work place
- Student would be await of the migraine concept of Ghrm

Course Outcomes: Students will be to understand

- Cultural aspects of GHRM
- Assignment of GHRM Planning & assignments for Women
- Global HRM strategies and development
- Cross Culture Management in Global HRM
- Compensation Management of Global employees.

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

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

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

UNIT IV Cross Culture Management: Importance - Concepts and issues - Understanding Diversity Managing Diversity Cross-Cultural Theories- Hofstede's Model - Kluchkohn - Strodthbeck Model-Andre-



Laurent' Theory-Cultural Issues, considerations - Problems - Skill building methods Cross Culture Communication and Negotiation Cross Culture Teams. Talent crunch-Indian MNCs and Challenges

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

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

References

1. Subba Rao P: "International Human Resource Management", Himalaya Publishing House, Hyderabad, 201
2. NilanjanSen Gupta: "International Human Resource Management Text and cases" Excel Books, New Delhi
3. Tony Edwards "International Human Resource Management", Pearson Education, New Delhi. 2011
4. Aswathappa K. Sadhana Dash: "International Human Resource Management, TMH, New Delhi.
5. Monir H Tayeb: "International Human Resource Management", Oxford Universities Press, Hyderabad 2012

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	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	3	2	1	3
CO-2	3	2	2	2	3	2
CO-3	2	3	3	2	1	3
CO-4	2	3	2	3	2	2
CO-5	1	2	2	1	2	2

**ELECTIVES (FINANCE)**

II YEAR: II SEMESTER	22PMB32	L	T	P	C
		4	0	0	4
International Financial Management					

Course Objective:

- To give an understanding about MNC Financial Management.
- To know about the Balance of Payments of India
- To understand the forex markets.
- To evaluate the foreign exchange markets.
- To know the assets liabilities management national and international level.

Course Outcomes:

- To revise the Concept of International Financial Management.
- To discuss the Concept of International Financial Markets.
- To identify with the Concept of International Financial Institutions.
- To recognize the concept of International Financial Instruments and FDI.
- To assess multinational corporate decisions in Global Markets.

UNIT- I: International Financial Environment: Overview, Importance, Nature and Scope of International Finance, International Business Methods, emerging challenges in International Financial Management- recent changes in global financial markets-Role of International Financial Manager in Multinational Corporations BalanceofPayments,NationalIncomeandExchangeRateRegimesince1973, International Parity Relationship, ADR, GDRs.

UNIT - II: International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BOP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, Monetary Union ,Euro currency.

UNIT –III: ForeignExchangeMarket–Transactions–Spot,Forward,Futures,OptionsandSwaps–Arbitrage and speculation in Foreign exchange market.- International Parity Relationships: Participants in foreign exchange market, structure of foreign exchange market in India; triangular arbitrage; currency derivatives– forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management, current account deficit, capital account convertibility, Parity Conditions- Purchasing Power Parity, Interest Rate Parity,



International Fisher Effect, Special Drawing Rights (SDR)-Economic and Monetary Union (EMU)-
International Liquidity, Balance of Payments, IMF- Hedging.

UNIT-IV: Multinational Corporate Decisions in Global Markets: Foreign direct investment (FDI) and motives, FDI theories-theory of comparative advantage, modes of foreign investment– licensing, management contracts, joint venture, Financial goals of MNC, international portfolio diversification- rationale, barriers, home country bias, project financing.

UNIT-V: Asset–liability Management: Capital Budgeting, international cash management, multinational capital structure decision, cost of capital, International Financing: Equity, Bond financing, International Cash management, accounts receivable management, inventory management, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

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

REFERENCES:

- ❖ Jeff Madura, International Corporate Management, Cengage.
- ❖ P.G.Apte-International Financial Management –Tata McGraw Hill-New Delhi
- ❖ Alan C. Shapiro, Multinational Financial Management, John Wiley
- ❖ MadhuVij: International Financial Management, Excel

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate –

2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	2	1	1	3	2	3
CO-2	1	3	1	2	2	1
CO-3	2	2	3	1	1	2
CO-4	2	2	2	3	2	3
CO-5	2	2	2	3	2	3



II YEAR: II SEMESTER	22PMB33	L	T	P	C
		4	0	0	4
FINANCIAL DERIVATIVES					

Course Objectives:

- To create awareness in detail regarding financial instruments such as options, futures, swaps and other derivative securities.
- To familiarize the students with the characteristics of financial derivatives and their relationships with the underlying assets.
- To enable the students to understand issues pertaining to pricing and hedging with options on individual stocks and indexes, to examine forwards and futures contracts for equity indexes, commodities, and currencies.
- To introduce the second generation derivative products such as interest rates and the management of credit risks.
- To provide a detailed understanding of the valuation principles and models for derivatives and use them for a wide range of hedging, trading and arbitrage purposes.

Course Outcomes: At the end of this course, students will be able to:

- Outline various types of derivatives including options, futures, and swaps etc.
- Interpret the trading mechanism of derivatives.
- Differentiate between various trading strategies using options and futures
- Analyze the value of options using option pricing models.
- Demonstrate the use of swaps in risk management.

Unit-I: Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Products and Participants in Derivative Markets - Functions – Types of Derivatives – Forwards – Futures and Types of Futures – Options-Swaps – The Regulatory Framework of Derivatives - Derivatives Trading in India.

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



Unit - III: Options Market – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options— Determinants of Option Price - Trading Strategies Involving Options – Basic Option Positions – Margins – Options on Stock Indices – Option Markets in India on NSE and BSE.

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

Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Hedging & speculation in Futures - FRAs and Swaps.

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

Suggested Books:

1. Hull C. John, “Options, Futures and Other Derivatives”, Pearson Educations Publishers,
2. David Thomas. W &Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” TataMcGraw-Hill Publishing Company Ltd.
5. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	2	2	1	1	1	1
CO-2	2	2	2	2	1	1
CO-3	2	2	1	1	1	1
CO-4	2	2	1	1	1	1
CO-5	2	2	1	1	1	1

**ELECTIVES (MARKETING)**

II YEAR: II SEMESTER	22PMB34	L	T	P	C
		4	0	0	4
DIGITAL MARKETING					

Course Objective:

- To provide an understanding of the basic concepts of Digital Marketing.
- To highlight the importance of Marketing in the Digital Era
- To impart knowledge of various aspects of marketing in digital era.
- To elucidate the various aspects in search engine marketing and online advertising.
- To highlight the impact of social media on marketing.

Course Outcome: Students will be able to:

- Understand Evolution of digital marketing, its strategies and platforms.
- Learn the relevance of Marketing in the Digital Era.
- Learn the significance of digital marketing.
- Understand the relevance of online advertising.
- Understand the methods of measuring the digital media performance.

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

Unit – II: Marketing in the Digital Era: Segmentation: Importance of Audience Segmentation, Use of Digital Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using Digital Media for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty.

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

Unit – IV: Search Engine Marketing (SEM) and Online Advertising: Importance of SEM, Understanding Web Search: Key Words, HTML Tags, Inbound Links. Online Advertising vs. Traditional Advertising.



Payment Methods of Online Advertising: CPM (Cost-per-Thousand) and CPC (Cost-perclick). Display of Ads: Choosing a Display Ad Format, Landing Page and its Importance.

Unit – V: Social Media Marketing: Understanding social media, Social Networking with Face book, Website Marketing, , Email Marketing, Online Public Relations, Mobile Marketing Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

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

REFERENCE:

- Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021.
- Annmarie Hanlon, Digital Marketing: Strategic Planning & Integration, Sage Publications,
- Chuck Hemann& Ken Burbary, Digital Marketing Analytics, Pearson, 2e, 2018.
- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes(PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	2	2	2	3	1	2
CO-2	3	3	2	2	2	2
CO-3	2	2	1	3	2	2
CO-4	3	2	3	2	3	2
CO-5	3	2	3	2	3	2



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CONSUMER BEHAVIOR & MARKETING RESEARCH					

Course Objective:

- To enable understanding of marketing decisions keeping in mind the consumer behavior.
- To highlight the aspects in consumer decision making process
- To provide conceptual understanding of marketing research
- To explain to students the need for creating proper marketing research proposal.
- To impart knowledge on the concepts of measurement.

Course Outcome: Students will be able to:

- Understand Evolution of consumer behavior. Learn the significance of personality, attitudes of the consumer.
- Assess the relevance of the different models of Consumer decision making. Identify the need for the marketing ethics towards consumers
- Understand the importance of marketing research.
- Learn various aspects in research design. Learn sampling design process and Learn sampling design process.
- Learn hypothesis testing and data presentation.

Unit – I: Understanding Consumer Behavior: Defining Consumer Behavior, need for Consumer Behavior, Understanding Consumer through Research Process, Consumer Behavior in a world of Economic instability, Rural Consumer Behavior, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets. Consumer as an Individual Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

Unit – II: Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, Purchasing Processes, Post Purchase Behavior, Models of Consumer Decision making, Consumers and the Diffusion of Innovation. Consumer Behavior Models: Advert Sheth Model, EKB Model.



Unit – III Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer Responses to Consumer Issues, Marketing Ethics towards Consumers. Consumer protection act.

Unit – IV: Introduction to Marketing Research: Meaning and Scope of Marketing Research, Factors that Influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing Decision-making, International Marketing Research,

Unit – V: Analysis and Presentation of Data: Data Preparation, Data Preparation Process, Statistically Adjusting Data, Frequency Distribution, Cross Tabulation, Hypothesis Testing, Bi-Variety Analysis, Correlation, Regression, Multi-Variety Analysis, Discriminate, Logit Analysis, Factor Analysis, Cluster Analysis. Report Writing, Report Preparation and Presentation.

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

Suggested Readings:

- Zubin Sethna, Jim Blythe, Consumer Behavior, Sage Publications, 4e, 2019
- Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
- David I. Loudon and Albert J. DellaBitta, TMH, 4e, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 1e, 2012.
- S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 1e, 2013.
- Dheeraj Sharma, Jagdish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 1e,

Contribution of Course Outcomes (CO's) towards the achievement of program outcomes (PO's) and Program Specific Outcomes (PSO's) (Strong – 3, Moderate – 2, Weak – 1) CO – PO and PSO MAPPINGS:

	PO1	PO2	PO3	PO4	PO5	PO6
CO-1	3	2	2	3	2	1
CO-2	2	3	2	2	2	2
CO-3	2	3	2	2	1	1
CO-4	2	2	2	2	3	2
CO-5	3	2	2	2	1	1