



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-24 Syllabus for MBA, SACET (AUTONOMOUS) w.e.f.2024-2025

DEPARTMENT OF

MASTER OF BUSINESS ADMINISTRATION

COURSE STRUCTURE & SYLLABUS

For PG – R24

MASTER OF BUSINESS ADMINISTRATION

(Applicable for batches admitted from 2024-2025)

I,II & III Semester



**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 Year I Semester

S.No	Course Code	Courses	M	L	T	P	C
1	24PMB01	Management and Organizational Behavior	100	4	0	0	4
2	24PMB02	Managerial Economics	100	4	0	0	4
3	24PMB03	Accounting for Management	100	4	0	0	4
4	24PMB04	Quantitative Analysis for Business Decisions	100	4	0	0	4
5	24PMB05	Entrepreneurship Development	100	4	0	0	4
6	24PMB06	Business Environment	100	4	0	0	4
7	24PMB08	Information Technology for Business Rural Development Intellectual Property Rights & Patents MOOCs : SWAYAM/NPTEL- (Related to Management Courses other than listed courses in the syllabus)	100	3	0	0	3
8	24PHS03	PACE-UP(Personality Assessment Centre, Enhancement and Upgradation Processes) Programme	100	0	0	4	2
9	24PMB10	Tally Lab	100	0	0	4	2
10	24PMB11	Entrepreneur Project -I Identifying the area of interest, interacting with successful business ² and submission of ground report.	100	0	0	4	2
Total			1000	27	0	12	33

The Entrepreneur Project can be done either individually or forming a group (limited to maximum of 4 members)



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I Year II Semester

S.No	Course Code	Courses	M	L	T	P	C
1	24PMB12	Financial Management	100	4	0	0	4
2	24PMB13	Human Resource Management	100	4	0	0	4
3	24PMB14	Operations Management	100	4	0	0	4
4	24PMB15	Marketing Management	100	4	0	0	4
5	24PMB16	Research Methods for Business Decisions	100	4	0	0	4
6	24PMB17	Business Analytics	100	4	0	0	4
7	OE	24PMB18 Cross Cultural management 24PMB19 Project Management 24PMB20 Lean Management 24PMC50 Database Management System	100	3	0	0	3
8	24PMC51	R-Programming Lab	100	0	0	4	2
9	24PMC52	IT Lab (Spread sheets and SQL)	100	0	0	4	2
10	24PMB21	Entrepreneur Project –II Study on different loan approaches of State and Central Govt. Prepare the Business Development plan.	100	0	0	4	2
Total			1000	27	0	12	33



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I Year - I Semester	24PMB01	L	T	P	C
		4	0	0	4
MANAGEMENT AND ORGANIZATIONAL BEHAVIOR					

Objective of the course:

Objective of the course is to give a basic perspective of Management.

This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

Unit – I

Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management by Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business

Unit-II

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

Unit – III

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

Unit – IV

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

Unit – V:

Organizational conflict-causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization.

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

References:

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

I Year - I Semester	24PMB02	L	T	P	C
		4	0	0	4
MANAGERIAL ECONOMICS					

Course Objective:

L	T	P	C
4	0	0	4

- 1: Objective of the course is to introduce basic concepts and techniques of Managerial Economics and comprehend student with vital decisions of business.
- 2: Assimilate and apply the laws of economics in the business.
- 3: Acquire the knowledge about the various types of market structure for strategizing and wise decision making.
- 4: Practice the pricing strategies in the business management policies.
- 5: Achieve the knowledge about macroeconomics to foresee the external forces to the effective decisions in organization.

Learning Outcomes: Use supply and demand to explain various economic phenomena and principles.

1. Explain the economic meaning of price, elasticity, and production costs. Describe the cause and effect of changes in all of these variables.
2. Draw and analyze cost and revenue curves that maximize profit.
3. Discuss differences and critically analyze the pros and cons of different market structures, including competitive, monopolistic and oligopolistic markets.
4. Pricing strategies to achieve and applicability in the market conditions
5. Knowledge about macroeconomics conditions and learn to applicable in the present context.

UNIT-I:

Introduction to Managerial Economics: Nature and Scope- of managerial Economics: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Concept-Theory of Firm-profit measurement-social responsibility of business.

UNIT-II:

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

UNIT-III:

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

UNIT-IV:

Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing. Market structures: Perfect and Imperfect Market Structure. Price discrimination-degrees of price discrimination.

UNIT-V:

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

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

References:

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House
2. Hirschey-Managerial economics, 12th ed-cengage
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI, 2001.
5. K .KDawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
7. H.Craig Peterson, W.CrisLewis, managerialeconomics ,Pearson, 2005.



I Year - I Semester	24PMB03	L	T	P	C
		4	0	0	4
ACCOUNTING FOR MANAGEMENT					

COURSE OBJECTIVES:

The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making.

Unit – I:

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

Unit – II:

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis (AS - 3).

Unit – III:

Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method

Unit – IV:

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

Unit-V:

Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerial decision making

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

References:

1. MAHESWARI AND MAHESWARI" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngren, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Hansen & Mowen, Cost Management, Thomson Learning.
5. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, New Delhi.



I Year - I Semester	24PMB04	L	T	P	C
		4	0	0	4
QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS					

Course Objectives:

- 1: To develop a deeper understanding of meaning and importance of quantitative technique and its applications in managerial decisions.
- 2: Statistical tools like measures of central tendency & measures of variations and apply these tools to real life situations.
- 3: Students have more knowledge about the decision making concept, process of decisionmaking and different environments like risk, uncertainty and certainty.
- 4: To have knowledge about Sampling and Sampling Distributions-Estimation-Point and Interval Estimates, Concepts of Testing Hypothesis.
- 5: Students would able to understand the concept of ANOVA, Chi-square Test of Independence and Goodness of fitness.

Course Outcomes:

At the end of the course students will be able to:

- Basic importance and applications of quantitative techniques.
- Study the various measures and applicability of probability related to the statistics.
- Justify the several decisions in decision theory.
- Use and understand the different sampling distribution techniques.
- Test the hypothesis for choosing best conclusion and inference.

UNIT-I:

Quantitative Techniques: Introduction - Meaning and Definition – Classification of QT -QT and other disciplines – Application of QT in business 9- Limitations.

UNIT -II:

Measure of Central Tendency and Dispersions- Arithmetic Mean; Geometric Mean; Harmonic Mean; Median:Mode, Standard Deviation. Simple correlation- Karl Pearson's Coefficient of correlation, Rank correlation. Simple Regression Analysis – Concept of Probability-Probability Rules-Joint and Marginal probability-Bayes Theorem-Probability Distributions - Binominal, Poisson, Normal & Exponential Probability Distributions.

UNIT- III:

Introduction of Decision Theory: Steps involved in decision making, different environments in which decisions are made, Criteria for decision making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a

decision criterion, Decision trees, Graphic displays of the decision-making process, Decision making with an active opponent.



UNIT- IV:

Concept of Estimation and Sampling: Inferential Analysis-Point Estimates and Interval Estimates of Averages and Proportions of small and large samples. Sampling –Meaning, Steps in Sampling Process-Sample Size- Probability and non- probability sampling techniques, Errors in sampling.Tests of significance- Types- Hypothesis- Types- Hypothesis testing and Confidence Intervals. Parametric Tests for means, Proportions, Variance and Paired Observations.

UNIT- V:

Analysis of Variance (ANOVA): One-way and Two Way ANOVA, Non Parametric tests- Chi-Square- Test of Independence, Test of Goodness of Fit.

Relevant cases have to be in each unit and in examination case is compulsory for every unit.

References:

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



I Year - I Semester	24PMB05	L	T	P	C
		4	0	0	4
ENTREPRENEURSHIP DEVELOPMENT					

UNIT -I

Introduction: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors Economic Barriers to Entrepreneurship –Non-Economic Barriers to Entrepreneurship- Theories of entrepreneurship; Classification of Entrepreneurship- Entrepreneurship in Developing Economy – Entrepreneurial Values and Attitudes

UNIT- II

Problems & Support: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. -Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs. -Role of SIDBI in Project Management.

UNIT -III

Types of Entrepreneurs: Family and non-family entrepreneurs - Role of Professionals, Professionalism vs. family entrepreneurs—Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit -IV

Project Analysis: Meaning and Definition of Project, Types & Characteristics – Project Phases – Project Life Cycle – Project Family Tree – Feasibility Analysis and Project Report.

Unit -V

Development of Enterprise: Concept and development of Enterprise - Procedure of starting Enterprise – Vital Decision to make during start up: Project Report Preparation, Choice of Enterprise, and Market Assessment of Enterprise.

References:

- 1) Couger, C-Creativity and Innovation (IPP, 1999)
- 2) Nina Jacob, -Creativity in Organisations (Wheeler, 1998)
- 3) Jonne&Ceserani-Innovation&Creativity(Crest) 2001.
- 4) BridgeSetal-Understanding Enterprise: Entrepreneurship and Small Business (Palgrave,2003)
- 5) Holt-Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
- 6) Singh P&Bhandekar A-Winning the Corporate Olympiad:TheRenaissancearadigm(Vikas)
- 7) Dollinger M J-Entrepreneurship (Prentice-Hall, 1999).
- 8) Tushman, M.L. & Lawrence, P.R. (1997)-Managing Strategic Innovation & ChangeOxford.
- 9) Jones T. (2003)-Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability.Butterwork Heinemann, U. K.
- 10) Amidon, D. M.(1997)-Innovation Strategy for the Knowledge Economy:TheKanawakening. Butterwork-Heinemann, New Delhi, India.



I Year - I Semester	24PMB06	L	T	P	C
		4	0	0	4
BUSINESS ENVIRONMENT					

OBJECTIVES:

The objective of this paper is to make the students more clear about the importance of business organisation wants to achieve, to earn profit for its growth and development, to provide quality goods to its customers, to protect the environment, etc.

UNIT – I: Introduction: The Concept of Business Environment - its Nature and Significance
-Components of Business Environment - Impact of environment on business and strategic decisions.

UNIT – II: Social and Cultural Environment: Introduction - Social environment - Cultural environment - Impact of Foreign Culture on Business - Types of Social Organization - Social Responsibilities of Business.

UNIT – III: Economic Environment: Introduction - Economic environment of Business - Economic systems - Macroeconomic parameters and their impact of business - Economic policies - Five Year Plans in India.

UNIT – IV: Political and Legal Environment: Introduction -Political environment - Relationship between Government and Business in India - Role of Government in Business -Constitutional provisions regarding regulation of business in India. Legal Environment -Implementations of Business - Corporate Governance.

Relevant cases have to be discussed in each unit and in examination

UNIT – V: Technological and Natural Environment: Features of Technological Environment
-Factors and Impact of Technological Environment - Technological Environment in India - Elements of Natural Environment - Environmental Pollution.case is compulsory from any unit.

References:

1. Shaikh Saleem: “Business Environment”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “Economic Environment of Business”, PHI Learning, New Delhi,
3. Rosy Joshi, Sangam Kapoor: “Business Environment”, Kalyani Publishers, New Delhi,
4. Aswathappa K: “Essentials of Business Environment”, Himalaya Publishing House
5. Vivek Mittal: “Business Environment Text and Cases”, Excel Books New Delhi, 2011.



I Year - I Semester		L	T	P	C
		4	0	0	4
INFORMATION TECHNOLOGY FOR BUSINESS					

Course Objectives:

- To understand business processes and information technology in business.
- To manage and understand IT in business organizations.
- To build and develop technology trends.
- To understand the challenges on using Technology for business

- To learn ethical issues in information technology

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

- 1: Clear understanding of Information Technology in business scenarios.
- 2: Importance of Technology in business processes.
- 3: Significance of intelligent systems in business.
- 4: Usage of various digital platforms across the business.
- 5: exploring e-commerce and ERP scenario.

UNIT-I

Business and Information Technology - Business in the Information Age, Information system, CBIS, Trends in IT Evolution and types of Information Systems, Managing IT in organization.

UNIT-II

Information Technology Infrastructure - Computer Hardware, Software, Managing and Organization of Data and Information - Telecommunication and Networks. The Internet and Intranet (I.O.T).

UNIT-III

Information Technology for Competitive advantage - Inter Organizational Information Systems, Global Information Systems, Electronic Data Interchange (EDI) and Electronic Funds Transfer (EFT). Enterprise Resource Planning, Data Knowledge, and Decision Support.

UNIT-IV

Intelligent Systems in Business - Artificial intelligence and Intelligent Systems - Expert Systems, Intelligent Agents, Virtual Reality, Ethical and global issues of Intelligent systems.

UNIT-V

Electronic Commerce - Foundation, Business to Consumer Applications, Business to Business Applications, Consumer Market Research and other Support, Legal and Ethical issues in E-commerce Strategy, Information Systems, Strategic Advantage, Porter's Competitive Forces model on IT, Business Process Re-engineering, Virtual Corporations, E-Learning, CBI, Information Systems Development Life Cycle (SDLC), Building Internet and Intranet Applications.



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Text Books:

1. Turban Rainer and Potter: Introduction to Information Technology, John & Wiley Sons.
2. James O'Brien: Introduction to Information Systems, McGraw Hill Book Company.



I Year - I Semester	24PMB08	L	T	P	C
		4	0	0	4
RURAL DEVELOPMENT					

Course Objectives:

L	T	P	C
3	0	0	3

1. To facilitate the students to understand the basic nature of rural society in India
2. To appraise students about the Rural Local Administration
3. To provide insights on rural demography and rural economy in India
4. To provide insights on various processes and challenges of agriculture in India
5. To make students aware of the rural market structure in India

Outcomes of the course:

1. Describe the key aspects of rural society in India
2. Describe the rural local administration
3. Analyse the dynamics of local rural population and local rural economy
4. Explain the processes and challenges of agriculture in India
5. Summarise the components and implications of land tenure systems and land reforms in India.

Unit-I

Rural Development: Concept, Importance, Nature and scope, Characteristics of rural economy, human capital of development- Distinction between development and growth, Indicators of rural development, problems & issues in rural development.

Unit – II

Rural Management: Nature, Scope and challenges in marketing operations, human and financial resources in rural areas. Entrepreneurship opportunities in rural areas, Agricultural production, productivity and backwardness, Social and Economic structure of rural India and its economic development.

Unit – III

Rural Community Development: M.D.G -Concept of community, Function of Community, PURA model, Community profile: Process and tools. Community development: Characteristics, Principles and scope, Panchayat Raj and community development in India.; Zilla Parishad - structure, powers, function, working and problems in Rural Administration.



Unit – IV

Sustainable Development: Biodiversity and its conservation, Environmental pollution, air, water and soil pollution., Rainwater harvesting Watershed management. Social security schemes in India-DDP-CRSP-NHRDP-DWACRA- DRDA-Health care programmes.

Unit-V

Concept and Scope of Rural Market, Characteristics of rural markets, Environmental factors: Micro and Macro marketing environment, Marketing planning process, Introduction to services marketing. Fundamentals of Rural Demography and Economics: Rural population –process of development-GATT- WTO-SEZ-CSR-NAIS.

Reference:

- 1.Satya Sundram, I. “Rural Development” Himalaya Publishing House, New Delhi.
- 2.K. Venkatareddy-Agricultural and rural Development-Himalaya publishing house



I Year - I Semester	24PMB08	L	T	P	C
		4	0	0	4
INTELLECTUAL PROPERTY RIGHTS & PATENTS					

Course Objective:

1. The main objective of the IPR is to make the students aware of their protection of their invention done in their project work.
2. To get registration in our country and foreign countries of their invention, designs and thesis or theory written by the students during their project work and for this they must have knowledge of patents, copy right, trademarks, designs and information Technology Act.
3. Further the teacher will have to demonstrate with products and ask the student to identify the different types of IPR's.

Course outcomes:

- The students once they complete their academic projects, they get awareness of acquiring the patent
- They also learn to have copyright for their innovative works.
- They also get the knowledge of plagiarism in their innovations which can be questioned legally.

Unit-I

INTRODUCTION TO IPR: Meaning of property, Origin, Nature, Meaning of Intellectual Property Rights –Kinds of Intellectual property rights—Copy Right, Patent, Trademark, Trade Secret and trade dress, Design, Layout Design, Geographical Indication, Plant Varieties and Traditional Knowledge.

Unit-II

PATENT RIGHTS AND COPY RIGHTS— Origin, Meaning¹g⁸ of Patent, Types, Inventions which are not patentable, Registration Procedure, Rights and Duties of Patentee, Assignment and license, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties. COPY RIGHT—Origin, Definition & Types of Copy Right, Registration procedure, Assignment & license, Terms of Copy Right, Piracy, Infringement, Remedies, Copy rights with special reference to software.

Unit-III

TRADEMARKS— Origin, Meaning & Nature of Trademarks, Types, Registration of Trade Marks, Infringement & Remedies, Offences relating to Trade Marks, Passing Off, Penalties.



Unit-IV

DESIGN- Meaning, Definition, Object, Registration of Design, Cancellation of Registration, International convention on design, functions of Design. Semiconductor Integrated circuits and layout design Act-2000.

Unit-V

BASIC TENENTS OF INFORMATION TECHNOLOGY ACT-2000 – IT Act - Introduction E-Commerce and legal provisions E- Governance and legal provisions Digital signature and Electronic Signature. Cybercrimes

TEXTBOOKS:

1. Intellectual Property Rights and the Law, Gogia Law Agency, by Dr. G.B. Reddy
2. Law relating to Intellectual Property, Universal Law Publishing Co, by Dr.B.L.Wadehra
3. IPR by P. Narayanan
4. Law of Intellectual Property, Asian Law House, Dr.S.R. Myneni

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I Year - I Semester	24PMB08	L	T	P	C
		4	0	0	4
MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus					

NOTE: Students opting for SWAYAM should register for 12 weeks course and need to produce the Pass certificate with minimum 40% (Percentage) for receiving the Academic Credits. The actual percentage mentioned on the certificate will be transferred to the marks memo.



I Year - I Semester	24PHS03	L	T	P	C
		4	0	0	4
<p>PACE UP (Personality Assessment Centre, Enhancement and Up gradation Processes)</p>					

Course Objectives:

Business Etiquettes and Professionalism has been designed to meet the following objectives:

- To learn the principles of business etiquettes and professional behaviour
- To understand the etiquettes for making business correspondence effective
- To be able to present yourself confidently at various business situations
- Develop awareness of dining and multicultural etiquettes

Learning Outcome:

After completion of course students will be able to:

- Demonstrate an understanding of professionalism in terms of workplace behaviours and workplace relationships.
- Adopt attitudes and behaviours consistent with standard workplace expectations.
- Presenting oneself with finesse and making others comfortable in a business setting.
- Developing basic life skills or etiquettes in order to succeed in corporate culture.

Unit: I

Business Etiquettes- An Overview: Significance of Business Etiquettes in 21st Century Professional Advantage; Need and Importance of Professionalism

Workplace Etiquette: Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing

E-Mail Etiquette: Significance of Netiquette, E-mail: Way of professional communication,

Basic Email Etiquettes: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy

Unit – II

Telephone Etiquettes: Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages; Developing Cell Phone Etiquettes; Voicemail Etiquette; Telephonic Courtesies

Dining Etiquette: Basics of Dining Etiquettes; Basic essentials of dining table etiquettes - Napkin Etiquette, Seating arrangements, laying the table, how to use Cutlery, Posture & Behaviour, Do's and Don'ts; International Dining Etiquettes.

Multi-Cultural Challenges: Cultural Differences and their Effects on Business Etiquette



Unit – III

Communication Skills: Understanding Human Communication, Constitutive Processes of Communication, Language as a tool of communication, Barriers to Effective communication, Strategies to Overcome the Barriers.

Emotional intelligence: Importance, concept, theory and measurements.

Stress Management: Strategies for preventing and relieving stress.

Time management: Meaning; Techniques and styles.

Unit – IV

Interview Skills: Interview Skills: in-depth perspectives, Interviewer and Interviewee, Before, During and After the Interview, Tips for Success.

Meeting Etiquette: Managing a Meeting-Meeting agenda, Minute taking; Duties of the chairperson and secretary; Effective Meeting Strategies - Preparing for the meeting, Conducting the meeting, Evaluating the meeting

Presentation Etiquettes: Importance of Preparation and Practice; Effective Delivery Techniques, Audience Analysis, Handling Stage Fright.

Unit- V

Teamwork and Leadership Skills: Concept of Teams; Building effective teams; Concept of Leadership and honing Leadership skills.

Personality: Meaning & Definition, Determinants of Personality, Personality Traits, Personality and Organisational Behaviour

Motivation: Nature & Importance, Herzberg's Two Factor theory, Maslow's Need Hierarchy theory, Alderfer's ERG theory

Decision-Making and Problem-Solving Skills: Meaning, Types and Models, Group and Ethical Decision-Making, Problems and Dilemmas in application of these skills.

Conflict Management: Conflict - Definition, Nature, Types and Causes; Methods of Conflict Resolution.

Human Resource Management: Introduction to HRM, Selection, Orientation, Training & Development, Performance Appraisal, Incentives

Case Study Analysis



Suggested Readings:

1. Barbara Pachter, Marjorie Brody. Complete Business Etiquette Handbook. Prentice Hall, 2015.
2. Dhanavel, S.P. English and Soft Skills. Hyderabad: Orient BlackSwan, 2021.
3. Koneru, Aruna. Professional Communication. Delhi: McGraw, 2008.
4. Mahanand, Anand. English for Academic and Professional Skills. Delhi: McGraw, 2013. Print.
5. Nancy Mitchell. Etiquette Rules: A Field Guide to Modern Manners. Wellfleet Press, 2015.
6. Rani, D Sudha, TVS Reddy, D Ravi, and AS Jyotsna. A Workbook on English Grammar and Composition. Delhi: McGraw, 2016.
7. Raghu Palat, Indian Business Etiquette, Jaico Books, 2015.
8. Rizvi, M. Ashraf. Effective Technical Communication. Delhi: McGraw, 2018.
9. Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005.
10. Tengse, Ajay R. Soft Skills: A Textbook for undergraduates, Orient BlackSwan, 2015



I Year - I Semester	24PMB10	L	T	P	C
		4	0	0	4
TALLY LAB					

Objective:

To Understand the students' basics of the Computers Knowledge with Financial Software Knowledge

Unit- I

FUNDAMENTALS OF TALLY.ERP: tally origin - Company features -Configuration - Getting functions with Tally.ERP9 - Creation / setting up of Company - Chart of Groups - Groups -Multiple Groups - Ledgers -Multiple Ledgers

Unit -II

INVENTORY MASTERS IN TALLY.ERP9 - Stock Groups - Multiple Stock Groups - Stock Categories - Multiple Stock Categories - Units of Measure- Stock Items- vouchers entries - Types of Vouchers - Chart of Vouchers - Accounting Vouchers - Inventory Vouchers - Invoicing

Unit -III

ADVANCE ACCOUNTING & INVENTORY TALLY.ERP9 - Bill-wise details - Cost centers and Cost Categories - Multiple currencies - Interest calculations - Budget and controls - Scenario management - Bank Reconciliation - Order Processing - Recorder Levels - Batch-wise details - Bill of Materials - Price Lists - Zero-Valued Entries - Additional cost details - POS

Unit – IV

TAXES IN TALLY.ERP9 - TDS - TDS Reports - TDS Online Payment - TDS Returns filing - TDS Certificate issuing - 26AS Reconciliation - TCS - TCS Reports - GST - GST Returns → EPF - ESIC - Professional Tax

Unit V

24

GENERATING REPORTS IN TALLY.ERP9 - Financial Statements - Trading Account

- Profit & Loss Account - Balance Sheet - Accounts Books and Reports - Inventory Books and Reports - Exception Reports - Statutory Reports - Payroll Reports - Trail balance - Day Book → -List of Accounts - Stock Summary - Outstanding Statement

Reference Books:

1. TallyPrime Book (2023) by Sanjay SatpathySWAYAM EDUCATION MandalBagicha, Hemkapada, Sunhat, Balasore,Odisha-756003 (INDIA)
2. Tally power of simplicity (2011) by ArunaPrakashanHindvi Computer, Latur
3. Financial Accounting and Analysis - Discovery Publishing House Pvt. Ltd., New Delhi
4. Management and Cost accounting - - Discovery Publishing House Pvt. Ltd., NewDelhi



ST.ANN'S COLLEGE OF ENGINEERING & TECHNOLOGY

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I Year - I Semester	24PMB11	L	T	P	C
		4	0	0	4
ENTREPRENEUR PROJECT -1					



I Year - II Semester	24PMB12	L	T	P	C
		4	0	0	4
FINANCIAL MANAGEMENT					

UNIT -I

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

UNIT -II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

26

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

References:

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



I Year - II Semester	24PMB13	L	T	P	C
		4	0	0	4
HUMAN RESOURCE MANAGEMENT					

1 To acquaint students with a broad perspective on themes and issues of Human Resource Management.

2. To familiarize the student with Investment perspectives of HRM.

3 To familiarize students with the concepts of career development, counseling and gain knowledge about current compensation trends.

4 To gain knowledge about Wage determinants and welfare measures.

5 To familiarize the students with industrial relations concepts, disputes and grievance mechanism, safety in the work places.

Course Outcomes:

At the end of the Course, Student will be able to:

- 1 Cite evolution and emerging trends of HRM.
- 2 Critically analyze Investment and HRD concepts.
- 3 List different appraisal and Compensation system.
- 4 Evaluate incentive payment system and welfare measures given to employees.
- 5 Interpret industrial relations in organization.

UNIT -I

HRM: Concept, Nature, Scope- and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department – Strategic HR in changing environment – Emerging trends in HRM.

UNIT -II

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting – Job Analysis- Job Design- Job Evaluation. Recruitment and Selection- Sources of recruitment – e-recruitment. Steps in Selection Procedures- Tests and Interview Techniques - Induction- Training and Development – Need and Importance- Methods and of Training. Concept of HRD.

UNIT -III

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation - Concepts and Principles- Influencing Factors- Current Trends in

Compensation- Methods of Payments in detail - Incentives rewards compensation mechanisms.



UNIT -IV

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

UNIT-V

Managing Industrial Relations: Nature- Importance -Trade Unions - Employee Participation Schemes-Collective Bargaining – Grievances and disputes resolution mechanisms – Managing employee safety and health. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. N. Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy: “Human Resource Management: 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. Madhurima Lall, Sakina Qasim Zasidi: “Human Resource Management”, Excel Books, New Delhi, 2010.



I Year - II Semester	24PMB14	L	T	P	C
		4	0	0	4
OPERATIONS MANAGEMENT					

Objectives:

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

UNIT I:

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

UNIT II:

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

UNIT III:

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

Unit- IV:

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

UNIT V:

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

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

References:

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



I Year - II Semester	24PMB15	L	T	P	C
		4	0	0	4
MARKETING MANAGEMENT					

Objectives:

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

UNIT -I

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

UNIT -II

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

UNIT -III

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

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-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

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



References

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



I Year - II Semester	24PMB16	L	T	P	C
		4	0	0	4
RESEARCH METHODS FOR BUSINESS DECISIONS					

Course Objective:

- To develop understanding of the basic framework of research process. Developing the students in Research orientation and to acquaint them with fundamental of research methods
- 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:

- 1 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
- 2 Apply knowledge in collecting data from various sources.
- 3 Demonstrate knowledge in data analysis and interpretation.
- 4 Applying appropriate statistical techniques in the analysis of data
5. Demonstrate the abilities in preparing research reports.

UNIT- I

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

UNIT- II

33

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



UNIT- III

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

UNIT- IV

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

UNIT- V

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

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

References

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



I Year - II Semester	24PMB17	L	T	P	C
		4	0	0	4
BUSINESS ANALYTICS					

Course Objectives:

- To understand the importance, difference and practices of analytics in business.
- Understand business communication through data-driven information,
- Apply knowledge and explain natural processes by relating them to a certain distribution of data
- To understand the data visualization tools, application and statistical methods.
- To learn the measure of variability in decision making
- Evaluate and compare descriptive and predictive analytics with use case scenarios.

Unit- I

Introduction to Data Analytics: Introduction to Data analytics - Role of Data in Organization, Data lifecycle. (Data source, data changes, processes, usage) -Various Data Types - Significance of Analytics- Role of Data Analyst - Difference between Data analytics and Business Analytics – real-world data analytics examples.

Unit -II

Tools & Techniques: Typical Data Analysis Process - Data analytics techniques: Regression analysis, Factor analysis, Cohort analysis, Cluster analysis-Time-series analysis. Data analytics tools -Microsoft Excel, Tableau, SAS, RapidMiner, Power BI.

Unit -III Concepts of data cleaning - Data Visualization: Over view of Data visualization

– Data Visualization tools, Statistical methods for summarizing data – How to create pivot tables using excel - Exploring data using pivot table –Cross Tabulation _ Creating Charts: -1. Scatter charts, 2. Line charts, 3. Bar charts and column, 4. Pie Charts and 3-D charts, 4. Bubble charts, - Effective use of Dashboards, Power BI and Tableau.

Unit -IV Descriptive Analytics: Concept of Descriptive Analytics –Measures of central Tendency –Measuring and calculation of Arithmetic Mean, Mode, Median - Calculation of application of Weighted Arithmetic Mean, Geometric and Harmonic mean using MS Excel-Measures of Variability-Range, Variance, Standard Deviation, Coefficient of Variation using MS Excel

Unit -V Predictive Analytics: Karl Pearson Correlation Techniques - Spearman's Rank correlation -Simple and Multiple regression -Regression by the method of least squares – Building good regression models – Regression with categorical independent variables.



References:

1. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, Hadley Wickham & Garrett Grolemund. O'REILLY.
2. Mohiuddin Ahmed, Al-Sakib Khan Pathan, Data Analytics: Concepts, Techniques, and Applications, Taylor & Francis Group, 2020
3. James Evans, Business Analytics, 2e, Pearson, 2017.
4. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2020.
5. Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, Drivers and Techniques by Prentice Hall of India, New Delhi, 2015.
6. Akil Maheswari, Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016.



I Year - II Semester	24PMB18	L	T	P	C
		4	0	0	4
CROSS CULTURAL MANAGEMENT					

Objective:

The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business. The course is aimed at significantly improving the ability of practicing managers to be effective global managers.

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 Role 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 behaviours 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 Phase; Measurement of ongoing Improvement.

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

References:

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



I Year - II Semester	24PMB19	L	T	P	C
		4	0	0	4
PROJECT MANAGEMENT					

Objective:

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

1. To know the concept and element of the project
2. To understand various stages in project life cycles.
3. The objective of this course is to enable the students to gain basic knowledge about the concept of project.
4. Project management, project life-cycle, project appraisal.
5. Acquaint the students about various issues of project management.

Outcomes:

1. Best practice for increase profit and cost advantage
2. Enhance ability to plan, implement and control the projects.
3. It's a technical tool for managing project completion
4. To provide investment strategies the project proposals.
5. Strength and relevant behavioural and leadership capabilities

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 Market³⁸ survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections., business environment for project management.

Unit- III:

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



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.

References:

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



I Year - II Semester	24PMB20	L	T	P	C
		4	0	0	4
LEAN MANAGEMENT					

Objective:

To understand issues and challenges in implementing and development in lean manufacturing techniques from TPS and its contribution for improving organizational performance.

Unit- I

Introduction: Mass production system, Craft Production, Origin of Lean production system , Why Lean production , Lean revolution in Toyota , Systems and systems thinking , Basic image of lean production , Customer focus , Waste Management.

UNIT- II

Just in Time: Why JIT, Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production levelling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

UNIT -III

Kaizen: Six – Sigma philosophy and Methodologies, QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system.

UNIT -IV

Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized Work Common layouts.

UNIT- V

Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels.

References

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar, Lessons in Lean Management,
3. Dale H., Besterfield , Carol, Besterfield, etal, Total Quality Management (TQM) 5e by Pearson 2018.



I Year - II Semester	24PMC50	L	T	P	C
		4	0	0	4
DATA BASE MANAGEMENT SYSTEM					

Objective:

The course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

UNIT- I

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for Database Management – Data models - Database Architecture - Key Issues and Challenges in Database Systems.

UNIT- II

ER and Relational Models: ER Models – ER to Relational Mapping –Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

UNIT- III

Data Definition and Querying: Basic DDL - Introduction to SQL - Data Constraints - Advanced SQL - Views - Triggers - Database Security – Embedded & Dynamic SQL.

UNIT- IV

Transactions and Concurrency: Introduction to Transactions - Transaction Systems - ACID Properties - System & Media Recovery - Need for Concurrency - Locking Protocols – SQL for Concurrency – Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL- Deadlocks & Managing Deadlocks.

UNIT- V

Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization - Sorting & Joins – Database Tuning - Introduction to Special Topics - Spatial & Temporal Databases – Data Mining and Warehousing.

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

REFERENCES:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, —Database System Concepts, Sixth Edition, Tata McGraw Hill, 2010.
2. Ramez Elmasri, Shamkant B. Navathe, —Fundamentals of Database Systems, Sixth Edition, Pearson/Addison - Wesley, 2010.
3. C.J. Date, A. Kannan and S. Swamynathan, —An Introduction to Database Systems, Pearson Education, Eighth Edition, 2006.
4. Raghu Ramakrishnan, —Database Management Systems, Fourth Edition, McGraw Hill, 2015.



I Year - II Semester	24PMC51	L	T	P	C
		4	0	0	4
R-PROGRAMMING LAB					

OBJECTIVE:

After taking the course, students will be able to

- 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.

OUTCOMES:

- At the end of this course, students will be able to:
- List motivation for learning a programming language
- Access online resources for R and import new function packages into the R workspace
- Import, review, manipulate and summarize data-sets in R
- Explore data-sets to create testable hypotheses and identify appropriate statistical tests
- Perform appropriate statistical tests using R Create and edit visualizations with

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.

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UNIT-II:

All the theory content here below shall be executed with examples.

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:

All the theory content here below shall be executed with examples.

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:

All the theory content here below shall be executed with examples.

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

UNIT-V:

All the theory content here below shall be executed with examples.

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



I Year - II Semester	24PMC52	L	T	P	C
		4	0	0	4
IT LAB (SPREAD SHEETS AND SQL)					

UNIT-I

Introduction to Information Technology, Classification of Software - Basics of MS Word and Basics of MS PowerPoint.

UNIT –II

The MS Excel interface, Formatting Cells, Data Entry- Inserting, Deleting, Selecting, Copying, Cutting, and Pasting. Methods of applying Formulas. Basic calculations.

UNIT- III

Conditional Formatting, Cell References & addressing, Conditional functions, IF functions, - Look up functions, Sorting & Filtering Data.

UNIT- IV

Demonstrating Statistical Functions and Financial functions in excel Different types of Charts preparation and representation.

UNIT- V

Introduction to SQL – SQL commands, Data types, Creating Tables. SQL constraints. Functional queries.

Reference:

- 1) Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office)-by William Fischer
- 2) Peeking into computer science- Excel Lab Manual- Jalal Kawash
- 3) SQL Tutorial (w3schools.com)



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I Year - II Semester	24PMB21	L	T	P	C
		4	0	0	4
ENTREPRENEUR PROJECT-II					



II Year - I Semester	24PMB22	L	T	P	C
		4	0	0	4
STRATEGIC MANAGEMENT					

UNIT-I

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

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

UNIT-IV

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

UNIT-V

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

References

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



II Year - I Semester	24PMB23	L	T	P	C
		4	0	0	4
OPERATIONS RESEARCH					

Unit – I:

Importance-The History of OR-Definition-Features-Scope of Operations Research –Linear Programming:
Introduction-Advantages of using LP-Application areas of LP- Formation of

Mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements in the Simplex Tableau, Artificial variable techniques: Big M Method.

UNIT II:

Transportation, Assignment Models: Definition and application of the transportation model, Methods for finding initial solution-tests for optimality-variations in transportation problem, the Assignment Model, Travelling Salesman Problem.

Unit – III:

Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method. Unit – IV:

Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

Unit – V:

CPM & PERT and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

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

References:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
3. Kalavarthy, S.Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
6. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill Edition,
7. JK Sharma Operation Research – Theory and Applications, MacMillan.



II Year - I Semester	24PMB25	L	T	P	C
		4	0	0	3
PERFORMANCE AND COMPENSATION MANAGEMENT					

Unit- I:

Introduction to Performance Management- Definition-Significance-Objectives-Evaluation of Performance Management Systems (PMS)-Distinction between performance appraisal and performance management- Key Performance Areas(KPAs) and Key Result Areas(KRAs)Performance Standards and goal setting- Competency Mapping and assessment- Strategies for effective performance management.

Unit- II:

Performance Management Cycle: Performance Planning –Performance monitoring and feedback- Performance Appraisal and Evaluation- Performance review and Development- Tools and Techniques of Performance Appraisal. Planning Individual Performance- Strategic Planning –Linkages to strategic planning- Barriers to performance planning.

Unit-III:

Performance Monitoring and Counseling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust -Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills.

UNIT -IV:

Compensation Management: Concept and definition – objectives and dimensions of Compensation Management-Components of Compensation – factors influencing compensation –Role of compensation and Reward in Modern Organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy -Theoretical Foundations of Compensation.

UNIT V:

Compensation Structure: Developing salary structures and pay grades- Market based pay structures- Internal equity and external competitiveness- Executive Compensation- Components and design of executive pay packages- long – term incentives and executive compensation. Incentive plans and benefits- Employee benefits and services. Linking compensation to employee engagement and retention.

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

References

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



II Year - I Semester	24PMB27	L	T	P	C
		4	0	0	3
TALENT ACQUISITION AND MANAGEMENT					

Course Objectives: To facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations.

Contents:

Unit I: Introduction to Talent Acquisition: Definition and Scope of Talent and Talent Management, Importance of Talent Management, historical context of talent management, Challenges and Dilemmas, Workforce Planning and forecasting. Talent acquisition in the context of globalization and gig economy.

Unit II: Job Analysis and Employer Branding: Job Analysis-Process-Methods. Job description and Job Specification. Competency based job profiling- Employer Branding-Concepts, strategies and best practices. Employee Value Proposition(EVP).

Unit III: Sourcing and Recruitment Strategies: Internal Vs External Sourcing-Recruitment Methods Social media recruitment –Use of AI and HR analytics in sourcing- Talent pools and Pipelines Recruitment Process Outsourcing (RPO).

Unit IV: Selection and Onboarding: Selection tools-Resumes, Application forms, Interviews (Types), Psychometric Tests-Assessment Centers, Group Discussions, Case Interviews-Reference & background checks- Legal and ethical issues in selection-Effective onboarding practices – strategic importance and design. Diversity and Talent. Talent management and future directions

Unit V: Metrics and Evaluation in Talent Acquisition: Key Recruitment Metrics-Cost per hire, Time to fill, Quality of hire, Offer acceptance rate. Recruitment Analytics and Dashboards. Retention vs Acquisition. Future of Talent Acquisition – AI, Automation, Remote hiring, DEI in hiring

Suggested Readings:

1. Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
2. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
3. Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., and Cooper, C.L. (2015).



II Year - I Semester	24PMB28	L	T	P	C
		4	0	0	3
INVESTMENT AND PORTFOLIO MANAGEMENT					

Course Objective:

- 1) provides a broad overview of investment management, focusing on the application of Finance theory to the issue faced by portfolio managers and investors in general and 2) To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

Course Outcomes:

At the end of this course students should be able to:

- 1) To provide a theoretical and practical background in the field of investments.
- 2) Designing and managing the bond as well as equity portfolios in the real word. 3) Valuing equity and debt instruments.
- 4) Measuring the portfolio performances

Unit-I:

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

Unit-II:

Return and Risk: Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

Unit-III:

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

Unit-IV:

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

Unit-V:

Performance Evaluation of Portfolios: - Sharpe Model –Treynor -Jensen's Model- Fama Decomposition - Evaluation of Mutual Fund.

Suggested Readings:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Satyanarayana, Security Analysis and Portfolio Management, Discovery Publishing House, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata Mc Graw Hill, New Delhi
5. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
6. Bodie,Kane,Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi



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7. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
 8. Sharpe W, Alexander,GJ., & Baily JV., Investments, TMH, New Delhi
 9. Avadhani, VA, SAPM, Himalaya Publishers.
 10. Bhalla, VK Investment Management, S.Chand., New Delhi
 11. Preeti Singh, Investment Management, Himalaya Publishers.
- Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi



II Year - I Semester	24PMB29	L	T	P	C
		4	0	0	3
FINANCIAL MARKETS AND SERVICES					

Course Objectives:

- 1) Evaluate empirical evidence of market performance, and contrast it with theories of market performance.
- 2) Research and analyze specific problems or issues related to financial markets and institutions.
- 3) Exploring the international integration of international financial markets and analyzes the implications for financial managers.

Course Outcomes:

- 1) To familiarize with the Indian financial system through knowing the types of various financial institutions, instruments and financial markets.
- 2) To understand the various constituents of capital markets, functioning of capital markets and regulatory mechanisms associated with capital markets.
- 3) To understand the various types of Financial Services and to appreciate the role of financial services in economic development.
- 4) To understand the various types of Non-Banking Financial Companies (NBFCs) and to appreciate the role of financial services in economic development.
- 5) To know various legislations relating with financial sector and the recommendations of various committees suggesting financial reforms.

UNIT 1

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

UNIT 2

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning- Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT 3

Venture Capital: Growth of Venture Capital in India – Financing Pattern under Venture

Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Microfinance models: Generic models viz. SHG, Grameen, and Co- operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions.



UNIT 4

Credit Rating: Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

UNIT 5

Mutual Funds: Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations- role of NSDL and CSDL.

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

Suggested Readings:

- 1) Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
- 2) Satyanarayana, Financial Markets and Services Discovery Publishing House, New Delhi
- 3) V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
- 4) DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
- 5) Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, 6) Edminister R.D., Financial Institution, Markets and Management.
- 7) Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai



II Year - I Semester	24PMB33	L	T	P	C
		4	0	0	3
RETAIL MANAGEMENT					

Objectives

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process, and
- To have an understanding of merchandise process

UNIT – I : An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

UNIT-II : Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout – visual merchandising – elements of visual merchandising.

UNIT-III : Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

UNIT-IV : Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity – Push and Pull strategies in retailing - Retail selling process - Retail database- In-store customer service.

UNIT – V : Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customermade stores, interactive kiosk 'shopping arcades')

REFERENCES

Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi.2010

Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, Oxford University Press,

New Delhi.2009 Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, Tata

McGraw-Hill Publishing company, New Delhi, 2008

Ron Hasty and James Reardon, RETAIL MANAGEMENT. McGraw-Hill Publication,

International Edition. Fernie,

PRINCIPLES OF RETAILING, Elsevier Publishing, 2010



II Year - I Semester	24PMB35	L	T	P	C
		0	0	0	3
ADVERTISEMENT AND BRAND MANAGEMENT					

Course Objective: Expose the students to the dynamism of advertising and brand management and equip them to be able to manage the advertising and branding activities in the business scenario.

Unit I – Basics of Advertising: definition importance and nature; Communication model; Persuasion Process – perception, learning and attitude change and their impact on advertisements; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.

Unit II - Developing Advertising Campaign: Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling.

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

Unit IV - Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding

Enhancing brand image through sponsorship and even management.

Unit V – Managing Brand Equity and Loyalty: Brand Building in Different Sectors - Customers,

industrial, retail and service brands. Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

REFERENCE:

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