



**Krishna Chaitanya Institute of Science & Technology::Kakutur
(AUTONOMOUS)**

(Accredited by NAAC, Recognized by UGC Under 2(f), Approved by AICTE &
Affiliated to VS University, Nellore)



MBA
(Master of Business Administration)

Course Structure & Syllabus
(2025-26 Academic Year)

(w.e.f AY:2025-26)



**Krishna Chaitanya Institute of Science and Technology,
Kakutur**



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**COURSE STRUCTURE AND SYLLABUS
FOR
MBA PROGRAMME FOR THE w e f A.Y 2025-2026**

S.No	Course Category	Course Code	Title of the Course	H/W	Credits	SEE	IA	Total
1	Core Course	R25MBA101	Management & Organization Behaviour	4	4	70	30	100
2	Core Course	R25MBA102A	Managerial Economics	4	4	70	30	100
		R25MBA102B	Mathematics & Statistics for Managers	4				
3	Core Course	R25MBA103A	Accounting for Managers	4	4	70	30	100
		R25MBA103B	Business Law & Regulations	4				
4	Skill Oriented Courses	R25MBA104A	Information Technology for Managers	4	4	70	30	100
		R25MBA104B	ERP Talley & GST	4				
5	Skill Oriented Courses	R25MBA105A	Business Communications	4	4	70	30	100
		R25MBA105B	Operations Research					
6	Skill oriented LAB	R25MBA106L	Information Technology for Managers -LAB	2	2	30	20	50
7	Skill oriented LAB	R25MBA107L	Business Communication LAB	2	2	30	20	50
8	Open Online Trans - disciplinary Course	R25MBA108M	MOOCs*/Elective Courses offered by other Departments.	4	2	70	30	100
9	Audit Course	R25MBA109	Indian Knowledge System –Indian Economy	2	0	-	-	-
	Total				26	480	220	700

MBA I- Semester:

Note; Every student should submit the certificate related to MOOCs /open online elective on or before the final year result without fail

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S.No	Course Category	Course Code	Title of the Course	H/W	Credits	SEE	IA	Total
1	Core Course	R25MBA201	Marketing Management	4	4	70	30	100
2	Core Course	R25MBA202A	Financial Management	4	4	70	30	100
		R25MBA202B	Logistics & Supply Chain Management	4				
3	Core Course	R25MBA203A	Human Resource Management	4	4	70	30	100
		R25MBA203B	Operations Management	4				
4	Core Course	R25MBA204A	Business Environment	4	4	70	30	100
		R25MBA204B	Business Analytics	4				
5	Skill Oriented Courses	R25MBA204A	Financial Institutions, Markets and Services	4	4	70	30	100
		R25MBA204B	Consumer Behavior	4				
		R25MBA204C	Performance Management and Counseling	4				
		R25MBA204D	E-Business	4				
6	Skill Oriented Courses	R25MBA205A	Investment Analysis and Portfolio Management	4	4	70	30	100
		R25MBA205B	Banking and Insurance Marketing	4				
		R25MBA205C	Human Resource Development	4				
		R25MBA205D	Enterprise resource planning	4				
7	Core Course	R25MBA206V	Comprehensive Viva-Voce on contemporary issues'.		4	70	30	100
8	Open Online Trans-disciplinary Course	R25MBA207M	MOOCs*/Elective Courses offered by other Departments.	4	2	70	30	100
9	Audit Course	R25MBA208	Indian Knowledge System II-Indian ancient agriculture and textile industry.	2	0			
	Total				30	560	240	800

MBA II- SEMESTER

Note; Every student should submit the certificate related to MOOCs /open online elective on or before the final year result without fail

R25MBA101	Management & Organization Behaviour	L 4	T 0	P 0	C 4
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Semester- I

MBA101: MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Course Objectives:

1. To introduce various functions of Management
2. To develop cognizance of the importance of human behaviour
3. To describe how people behave under different conditions and understand why people behave as they do.
4. To analyse specific strategic human resources demands for future action.
5. To synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Demonstrate the knowledge in the basic concepts, theories of management and evolution of management thought.	PO1,PO6
CO2	Understand various functions and techniques of management	PO1,PO2,PO6
CO3	Understand the fundamentals of organizational behavior, theories of Learning and Personality.	PO1,PO2,PO5,PO6
CO4	Understand different styles of Leadership and theories	PO1,PO3,PO6
CO5	Analyze Group dynamics and conflict situations in business.	PO1,PO5,PO6

UNIT – I:

Management and Decision Making - Meaning and nature - Evolution of Management thought - skills and roles of managers - Functions of Management - Principles of management - **Planning** - Nature and Importance - Types of Plans - Planning process and limitations - MBO - Decision Making - Steps in Decision Making - Decision making under certainty, uncertainty and risk.

UNIT – II:

Organizing - Meaning and Characteristics - formal and informal organization - departmentation - Structure and Process of organizing - Authority and Power - Line and Staff authority - Delegation and Decentralization - Organizational Climate - **Communication** - Process and barriers - **Controlling** - process - techniques and types.

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UNIT – III:

Organization Behaviour: Meaning and Nature - Need and Importance of Organizational Behaviour - **Personality:** Meaning, Factors affecting Personality, Big five model of Personality; **Learning:** Concept and Theories of Learning; **Perception:** Concept, Factors affecting perception, process of perception, perceptual errors. **Motivation:** Concept, Importance, Content theories - Process theories

UNIT – IV:

Leadership: Concept, Theories(Trait, Behavioural, Contingency, Charismatic, Transactional and Transformational Leadership; Emotional Intelligence:Concept, Importance, Dimensions. Groups: Definition, Stages of Group Development, Group Cohensiveness.

UNIT – V:

Conflict - Concept, Sources, Types, Stages of Conflict, Management of Conflict, **Organizational Change:** Concept, Resistance to change, Managing resistance to change, Kurt Lewin Theory of Change, **Stress Management** - Types pf stress - Strategies and techniques to cope with stress.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3					2		
CO2	3	2				2		
CO3	3	2			1	2		
CO4	2		3			3		
CO5	2				2	2		
CO*	2.6	2	3		1.5	2.2		

References:

1. Aswathappa.K ,(2017), Organisation Behaviour Text, Cases& Games, 12th Edition, Himalaya Publishing House, Mumbai
2. Gupta, C.B., (2017), Management Theory and Practice, latest Edition, Sultan Chand & Sons, New Delhi
3. Heinz Wehrich, and Mark V. Cannice, Harold Koontz, (2013), Management, 14th edition,McGraw Hill publication.
4. John Newstrom, Keith Davis, (2006) Organizational Behavior – Human Behaviour at work ,McGraw Hill Higher Education
5. Ramasamy. T.,(2010), Principles of Management, latest Edition, Himalaya Publishing House, Mumbai

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R25MBA102A	Managerial Economics	L 4	T 0	P 0	C 4
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MBA102A: MANAGERIAL ECONOMICS

Course Objectives:

1. To Understand the relevance of economics in decision-making.
2. To apply fundamental economic principles to real-world business challenges.
3. To Study the demand and production process and the analysis of interaction in the markets.
4. To Apply cost concepts to real-world challenges
5. To Understand pricing strategies in real-world business competition.

Course Outcomes:

Description of the CO		Pos related
CO1	Recall the applications of Economics to decision making	PO1,PO6
CO2	Understand the concepts of managerial economics	PO1,PO2,PO6
CO3	Analyze the importance of managerial economics and its contribution to decision making in different types of business organizations by the managerial economist.	PO1,PO2,PO5,PO6
CO4	Apply the basic principles of managerial economics.	PO1,PO3,PO6
CO5	Evaluate and Apply managerial economic tools to the real life business situations.	PO1,PO5,PO6

UNIT – I :

Introduction: Definition, Nature and Scope, Significance of economic thought in decision making - Micro economics & Business Economics. The role of managerial economist. Objectives of the firm: Managerial theories of firm. Fundamental Concepts.

UNIT – II:

Theory of Demand: Demand Analysis, Demand Schedule, Demand function, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation - Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis - Supply function, the Law of Supply.

UNIT – III:

Production Analysis: Factors influencing production, Production function, Isoquants and Isocosts, Production function with One/two variables, Returns to Scale and Returns to Factors, Economies of scale, Diseconomies of scale.

UNIT – IV:

Cost Analysis: Factors influencing costs, fixed costs, variable costs, total cost concepts, cost-output relationship in the short run and long run, short run Vs long run costs, average cost curves, BEP analysis and decision making.

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UNIT – V:

Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly . Pricing philosophy – Pricing methods in practice – Penetration Pricing, Skimming Pricing.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	1	3	2		
CO2	2	2	2	1	3	2		
CO3	3	3	2	2	3	2		
CO4	2	2	1	1	3	3		
CO5	3	3	2	2	3	2		
CO*	2.6	2.6	1.8	1.4	3	2.2		

References

1. Managerial Economics Theory and Applications. Dr D.M. Mithani, Himalaya publishers
2. Managerial Economics R.L Varshny, K.L Maheshwari, sultan Chand publishers
3. Managerial Economics analysis, problems P.L Mehatha, sultan Chand publishers
4. Trivedi M.L. Managerial economics - Theory and applications. New Delhi: TATA MC Graw Hill
5. Managerial Economics-Dr.H. L Ahuja-S. Chand and Com pvt ltd, New Delhi

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R25MBA102B	Mathematics & Statistics for Managers	L 4	T 0	P 0	C 4
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R25MBA102B - Mathematics & Statistics for Managers

Course Objective

1. To introduce mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Course Outcomes: After completion of the course, students are able to

1. Understand the basic concepts of set theory and probability theory
2. Solve the linear equations using the concept of matrices
3. Understand the fundamentals of statistics
4. Interpret the results of a hypothesis test in terms of practical significance.
5. Use the concept of time series in prediction and decision making.

On successful completion of the course the student will be able to,		Pos related
CO1	Understand the basic concepts of set theory and probability theory	PO1,PO6
CO2	Solve the linear equations using the concept of matrices	PO1,PO2,PO6
CO3	Understand the fundamentals of statistics	PO1,PO2,PO5,PO6
CO4	Interpret the results of a hypothesis test in terms of practical significance	PO1,PO3,PO6
CO5	Use the concept of time series in prediction and decision	PO1,PO5,PO6

Unit – I:

Sets theory and probability: Sets, Subsets, Types of Sets, and Operations on Sets, Cartesian Product of Sets, and Applications. Probability Theory: Concepts, Additive, Multiplicative, Conditional Probability Rules, Baye's Theorem

Unit – II:

Determinants and Matrices with Business Application: Types of Matrices, Operations on Matrices, Adjoint Matrix, Inverse Matrix, Elementary Row Operations. Solution of Simultaneous Linear Equations using Matrices, Input/Output Analysis.

Unit – III:

Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions, Measures of Central Tendency and Dispersion. Correlation and Regression.

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Unit – IV:

Hypothesis Testing: Introduction, Types of hypothesis, procedure for testing of hypothesis, Types of Errors in testing of hypothesis- One tailed and Two tailed tests of hypothesis. Tests of significance for small samples: - application, t-test, F-Test, Chi-square test, ANOVA one way and two-way classifications.

Unit – V:

Time Series and Statistical Decision Theory: Time series and its components, Analysis, Models of time series, Measurement of Trend, Seasonal variations and Cyclic variations. Introduction to statistical decision theory, Decision Making process, Decisions under uncertainty and risk, Decision tree.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3					2		
CO2	3	2				2		
CO3	3	2			1	2		
CO4	2		3			3		
CO5	2				2	2		
CO*	2.6	2	3		1.5	2.2		

References:

1. J.K. Sharma, Mathematics for Management and Computer Applications, Galgotia Publication
2. D.N. Elhance, Veena Elhance, Fundamentals of Statistics, Kitab Mahal, 1964
3. R. K. Ghosh and S. Saha, Business Mathematics and Statistics, Calcutta, New Central Book Agency, 2012
4. J.N. Kapur and H.C. Saxena, Mathematical Statistics, S Chand and Company Ltd., 2013
5. Jayprakash Reddy and M. Reddy, A Text Book of Business Mathematics, Ashish Publishing House, 2004

R25MBA103A	Accounting for Managers	L 4	T 0	P 0	C 4
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R25MBA103A: ACCOUNTING FOR MANAGERS

Course Objective:

1. To provide knowledge on accounting principles, and books of original record.
2. To make aware of preparation of final accounts of enterprises.
3. To create awareness on the valuation of fixed assets and inventory.
4. To develop the skills for the preparation of funds flow statement and cash flow statement.
5. To understand about the analysis of financial statements of enterprises through tools of financial statements.

Course Outcomes:

On Successful completion of the course the student will be able to,		Pos related
CO1	Understand about the accounting principles, and books of the original record.	PO1,PO6
CO2	Acquire the knowledge to prepare of final accounts of the firm.	PO1,PO2,PO6
CO3	Demonstrate the importance of the valuation of fixed assets and inventory.	PO1,PO2,PO5,PO6
CO4	Acquire the knowledge to prepare funds flow statement and cash flow statement	PO1,PO3,PO6
CO5	Understand the uses of tools of financial statements for analysis.	PO1,PO5,PO6

UNIT-I:

Accounting - scope - Nature - Objective - principles - concept - users of Accounting Information - Classification of accounts - Journal Ledger Trial balance.

UNIT-II:

Financial Statements - Capital and Revenue items - Construction of trading and Profit and loss account and Balance sheet - Accounting for intangible assets.

UNIT-III:

Element of Cost, Classification of cost - Marginal costing - Activity Based Costing.

UNIT-IV:

Functional and Activity Based budgeting - Standard costing and variance analysis.

UNIT-V:

Computerization of Accounts:

Advantages - Disadvantages - Accounting information system - use of Tally packages.

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COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2							
CO2	2			2				
CO3	2	2						
CO4		3		3				
CO5	2	2						
CO*	2	2.2		2.5				

References :

- Gupta R.L and Radhaswamy.M Advanced Accountance(sultan chand)
- James A. Hall: Accounting Information System(cengage)
- Maheswari S.N: Advanced Accpuntancy(Vikas)
- Rama chandran N and Ram kumar K : Financial Accounting for Management (MC.Graw Hill)
- Ambrish Gupta: Financial Accounting for Management(Pearson)
- Don R. Husan and Maryanne M.Mowen : Management Accounting(cengage)
- Pareshshah, Basic: Financial Accounting for Management(Oxford).

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R25MBA103B	Business Law & Regulations	L 4	T 0	P 0	C 4
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R25MBA103B BUSINESS LAW AND REGULATIONS

Course Objectives:

1. To provide the student with knowledge of the legal environment pertaining to business transactions
2. To provide the student with knowledge of legal principles pertaining to sale of goods
3. To provide the student the knowledge of negotiable instruments
4. To provide the student the knowledge of legal and fiscal structure of the company and the responsibilities of the directors of the company
5. To provide the concise legal importance on the goods and services tax

Course Outcomes:

On Successful completion of the course the student will be able to,		Pos related
CO1	Understand the relevance of business law to individuals, the role of law in economic, political and social context	PO1,PO6
CO2	Understand the fundamental legal principles behind contractual agreements in sale of goods	PO1,PO2,PO6
CO3	Understand how business can be held liable in tort for their actions in using the negotiable instruments	PO1,PO2,PO5,PO6
CO4	Analyse the legal structure of the company and their responsibilities to start a new venture and responsibilities of a director	PO1,PO3,PO6
CO5	Demonstrate the knowledge on the present coherent, concise, legal importance on the goods and services tax	PO1,PO5,PO6

UNIT – I:

Law of contract – 1872

Nature of contract - Essential Elements of Valid Contract-Offer and Acceptance-Consideration-Capacity to Contract - Free Consent.

Legality of Object: Contingent Contracts - Performance and Discharge of Contracts - Remedies for Breach of Contract.

UNIT – II:

Sale of Goods Act-1930

General principles - Indemnity and Guarantee –Conditions and Warranties. **Bailment:** Characteristics, Rights and Duties of Bailer and Bailee –Performance of Contract of Sale.

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UNIT – III:**Negotiable Instrument Act – 1881**

Negotiable Instruments - Promissory note, Bills of Exchange and Cheques.

Endorsement: Types of Endorsement - Discharge of parties.

UNIT – IV:**Companies Act – 1956**

Steps and Procedure for Incorporation of the Company - Company Meetings - Appointment of Directors – Powers, Duties of Directors –Winding up of a Company.-Companies act 2013.

UNIT – V:**Goods and services tax**

Goods and services tax (GST) - Basic concepts-Significance of GST- types of GST- GST applicability - GST On Various Items.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3					2		
CO2	3	2				2		
CO3	3	2			1	2		
CO4	2		3			3		
CO5	2				2	2		
CO*	2.6	2	3		1.5	2.2		

Textbooks:

1. Mercantile Law, 2009, N. D. Kapoor, Sultan Chand & Sons, New Delhi.
2. Business Law, 2000, 2/e, P.C. Tulsian, Tata Mcgraw Hill, New Delhi.

Reference Books:

1. Business Law, 2002, N.D.Kapoor, Sulthan Publishers, New Delhi.
2. Mercantile Law, 2006, 3/e, S.S.Gulshan, Excel Books, New Delhi.
3. A Manual of Business Laws, 2008, S.N.Maheswari & Maheswari, Himalaya Publishers, New Delhi.

R25MBA104A	Information Technology for Managers	L 4	T 0	P 2	C 4
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R25MBA104A: INFORMATION TECHNOLOGY FOR MANAGERS

Course Objectives:

1. The primary objective of this course is to familiarise the student with basic concepts of systems, information systems, significance of Management Information System and structure and components of various information systems.
2. To create awareness among the students towards Spreadsheet evaluation, PowerPoint business presentations preparation and Information Technology tools and technologies.

Course Outcomes:

On Successful completion of the course the student will be able to,		Pos related
CO1	Identify the overall structure and process of computer system and its type and application in management	PO1,PO6
CO2	Work with MS-Office tools like MS-Word, MS-Excel and MS-PowerPoint for personal use and office use	PO1,PO2,PO6
CO3	Understand the Management Information System concepts and SDLC process and DSS and GDSS concepts	PO1,PO2,PO5,PO6
CO4	Familiarise with the Information Technology tools and trends in present day scenario	PO1,PO3,PO6
CO5	Understand the Powerpoint Presentation	PO1,PO5,PO6

UNIT - I:

Fundamentals of Computer: CPU, Basic logic gates, Computer Memory and Mass storage devices, Computer Hierarchy, Input Technologies, Output Technologies, Use of Computers in management.

UNIT – II:

Computer Software: Application and system Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Process of Software Development, Operating Systems - Functions of Operating Systems, Types of Operating Systems(Batch Processing, Multitasking, Multiprogramming and Real time Systems)

UNIT - III:

MS-Word- Creation of Document - Format Document - Text editing and saving - Organising information with tables and outlines - Mail merge - Publishing documents on Web. (Practical)

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UNIT – IV:

MS Excel - Creating and editing worksheets - Cell formatting - Creating and using formulas and functions - Use of Macros - Sorting and querying data - Working with graphs and charts. (Practical)

UNIT – V:

MS Power Point - Creation of slides - Use of templates and slide designs for creating power point slides - use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,(practical)

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		2					
CO2	2		2	2				
CO3	2	2	2					
CO4		3	2	3				
CO5	2	2	2					
CO*	2	2.2	2	2.5				

References

1. Foundations of IT, Dhiraj Sharma, Excel books.
2. Basics of Computer Science, Behrouz Forouzan, Firoz Mosharraf, Cengage.
3. Foundation of Information Technology, Alexis Leon, Mathews Leon, Leon Vikas.
4. Information Technology for Management, Ramesh Behi, Mc Graw Hill.
5. Introduction to Computers and Communications, Peter Norton-Sixth Edition-Tata McGraw Hill.
6. V. Rajaraman-Introduction to Information Technology, Prentice Hall India.
7. Information Technology and theory Aksoy, Cengage Learnings..
8. Cox et all- 2007 Microsoft Office System Step-by-Step, First Edition, PHI.
9. David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University
10. Alexisleon, TMH, 2008, Enterprise resource planning.
11. The Oxford Hand Book of Internet studies, William.H.Dulton, Oxford

R25MBA104B	ERP Talley & GST	L 4	T 0	P 0	C 4
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R25MBA104B: ERP Talley & GST

Course Objectives:

1. This course will introduce the student to the concepts and practices of computerized accounting using.
2. Students will obtain a working knowledge of Financial Statements, General Ledger, Accounts Receivable, Accounts Payable, Bank Reconciliation,
3. Payroll and Projects for both a service and merchandise company in a computerized environment.

Course Outcome:

On Successful completion of the course the student will be able to,		Pos related
CO1	Acquire skills in operating gateway of tally and in preparing company financial statements	PO1,PO6
CO2	Able to create inventory and stock registers and in taking inventory reports through Tally accounting software	PO1,PO2,PO6
CO3	Have a bird's eye view on GST system including methodology in evaluating time, place and value of supply of goods and services, and input tax credit mechanism	PO1,PO2,PO5,PO6
CO4	Skilful in recording interstate and intrastate supply and return of goods and in generating various GSTR reports	PO1,PO3,PO6
CO5	Demonstrate the practical knowledge on creating and printing of various payroll receipts	PO1,PO5,PO6

UNIT – I:

Tally: Features and importance of Tally – Tally accounting – Components of gateway of tally – Creation of a company – Creating, displaying and altering single or multiple ledgers – Accounting vouchers – Display of financial statements.

UNIT-II:

Tally Inventory: Inventory masters – Configuration – Creating, displaying and altering single and multiple stock groups – Stock categories – Units of measure – Stock godowns – Stock items and inventory vouchers – Display of inventory reports.

UNIT-III:

GST: GST Defined – Overview of GST - Reports on GST process - Role of GST council
Steps to be taken to start GST - GST in India - Rates of GST - Importance of GST –
Categories of SGST, CGST & IGST.

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UNIT-IV:

GST in Tally: GST Configuration - Creating Purchase ledgers, Sales ledgers, Input GST Tax and Output GST Tax ledgers - Creating Stock Item - Creating Customers ledgers - Creating suppliers ledgers - Voucher entries - GST reports.

UNIT-V:

Pay Roll: Payroll process in Tally – Payroll information – Pay head creation – Calculation types – Pay roll vouchers – Preparation of pay roll reports.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3					2		
CO2	3	2				2		
CO3	3	2			1	2		
CO4	2		3			3		
CO5	2				2	2		
CO*	2.6	2	3		1.5	2.2		

References:

1. Nadhani, A.K. and Nadhani, K.K. : Implementing Tally 7.2, BPB publications, New Delhi.
2. Kiran Kumar, K. Tally 9, Laasya Publishers, Hyderabad.
3. Fire wall media, Tally 9.
4. Hand book on GST – 3rd Edition – CA Pritam Mahure.
5. Vishnu Priya Singh, tally 9, Computech Publications Ltd, New Delhi.

R25MBA105A	Business Communications	L 4	T 0	P 2	C 4
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R25MBA105A: BUSINESS COMMUNICATION

Course objectives:

1. To train students to enhance their skills in written as well as oral Communication.
2. To make the students in understanding the principles & techniques of business communication.
3. To penetrate and appropriately apply modes of expression in written,, and oral communication.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Students will understand the concept and significance of communication and know their potential to become successful managers.	PO1,PO6
CO2	Students will know the types of communication and merits and demerits	PO1,PO2,PO6
CO3	Students will be introduced to the communication styles and role of motivation	PO1,PO2,PO5,PO6
CO4	Students will understand the types of barriers and listening	PO1,PO3,PO6
CO5	Students will get trained in the art of drafting business proposals and business communication with emphasis on analyzing business situations	PO1,PO5,PO6

UNIT -I:

Concept of Communication – Significance, Nature and Scope of Business Communication – Process of communication – Essentials of effective communication – Channels of communication – Formal, informal communication – Upward, Downward, Horizontal communication – Grapevine Phenomenon.

UNIT -II:

Types of communication: Verbal – Oral Communication: Advantages and limitations of oral communication, written communication – Characteristics, significance, advantages & Limitations of written communication, Non verbal Communication: Sign language – Body language – Kinesics – Proxemics .

UNIT -III:

Interpersonal communication – Communication models: Johari window – Transactional analysis, Communication styles, Managing Motivation to Influence Interpersonal communication – Role of emotion in inter personal communication.

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UNIT -IV:

Barriers to communication: Types of barriers – Technological – SocioPsychological barriers – Overcoming barriers, Types of listening – effective listening

UNIT -V:

Report writing – Formal reports – Informal reports-effective report writing – Effective report writing- Letters – business letters –Memos- Meetings -Communication audit-Presentation skills.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	3			
CO2	3	2	2	3	3			
CO3	3	3	2	3	3			
CO4	3	3	2	2	3			
CO5	3	3	2	2	3			
CO*	3	2.6	2	2.6	3			

References:

1. K. Bhardwaj, Professional Communication, IK Int. Pub. House, New Delhi.
2. Krizan, Merrier, Logan and Williams, Effective Business Communication, Cengage, New Delhi.
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage , New Delhi
5. McGrath, Basic Managerial Skills for All 5th Edition, Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers
7. Meenalshi Raman – Business Communication Oxford University Press
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.
9. Bovee and Thill: Business Communication Today, MacGraw-Hill, Second Edition
10. Guffey M. E.: Business Communication Process & Product, Thompson, South – Western

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R25MBA105B	Operations Research	L 4	T 0	P 0	C 4
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R25MBA105B: OPERATIONS RESEARCH

Course objectives:

1. To Provide the basic knowledge about Operation Research, Importance, Application areas of Operations research and various optimizing techniques in the business operations.
2. To explain optimization tools in solving the management problems through assignment and transportation models.
3. To Provide knowledge on job sequencing and applications.
4. To describe different game strategies under cut-throat competitive business environment.
5. To explain optimization tools in solving the management problems through PERT and CPM.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Understand nature, scope and significance of Operation Research and formulation of given business problem in a LPP model and solving methods.	PO1,PO6
CO2	Understand and apply optimization tools for managerial problems using Assignment and transportation models.	PO1,PO2,PO6
CO3	Understand and apply optimization tools for managerial problems using job sequencing.	PO1,PO2,PO5,PO6
CO4	Understand and apply optimization tools for managerial problems using Game theory.	PO1,PO3,PO6
CO5	Acquire the skills to complete a project effectively and efficiently within the given resources.	PO1,PO5,PO6

UNIT-1:

Introduction to OR: Meaning, Nature, Scope & Significance of OR – Business applications of Operations Research. The Linear Programming Problem – Introduction, Formulation of Linear Programming problem, Limitations of L.P.P, Graphical method, Simple Problems on Simplex method: Maximization and Minimization model (exclude Duality problems)

UNIT-2:

Transportation Problem: Introduction, Transportation Model, Finding initial basic feasible solutions, Moving towards optimality, Unbalanced Transportation problems, Transportation problems with maximization, Degeneracy.

Assignment Problem – Introduction, Solution of an Assignment problem, Hungarian Algorithm, Multiple Solution, Unbalanced Assignment Problems, Maximization in Assignment Model.

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UNIT-3:

Sequencing – Job sequencing, Johnsons Algorithm for n jobs and Two machines, n jobs and Three Machines, n jobs through m machines, Two jobs and m Machines Problems and Graphs.

UNIT-4:

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

UNIT – 5:

Project Management: Network Analysis – Definition – Objectives – Rules for constructing network diagram – Determining Critical Path – Earliest & Latest Times – Floats – Application of CPM and PERT techniques in Project Planning and Control, Project Crashing.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2		2				
CO2	3	3		3	3		3	
CO3	3	2		1	1	1	1	
CO4	3	2		1	1	1	1	
CO5	3	2		2	1			
CO*	3	2.2		1.8	1.5	1	1.66	

Textbooks:

1. Operations Research, S.D. Sharma, KEDARNATH RAMNATH,2008
2. Operations Research an introduction, Hamdy A Taha, Pearson Education, 10th edition, 2016.

Reference Books:

1. Operations Research, R. Pannerselvam, PHI Publications, 2016.
2. Operations Research, A.M.Natarajan, P.Balasubramani, A.Tamilarasi/Pearson Education. 2009
3. Operations Research, selvikavitha, 2009.

R25MBA106L	Information Technology for Managers-LAB	L 0	T 0	P 2	C 1
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Information Technology for Managers-LAB

1. Create a word document, apply the formatting features and editing features for that document.
2. Create a table in word document and apply the all editing features to organize the information in a table.
3. Create a mail-merge in word document with document features.
4. Design a worksheet in MS-Excel, apply editing and formatting features to that sheet.
5. Create a worksheet and apply the formulas and functions on the worksheet.
6. Create and design a macro in a worksheet, record the information using the macro.
7. Create a table, sort the data and querying the data in that table.
8. Design the pie-chart in worksheet and draw the graph for that chart.
9. Create a Power-Point slide, apply templates and slide designs to the presentation.
10. Develop a professional presentation on business plans, products, people..etc., using advanced features.

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R25MBA107L	Business Communication-LAB	L 0	T 0	P 2	C 1
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Business Communication-LAB

1. Explain Channels of Communication.
2. Describe Formal and Informal Communication.
3. Explain Advantages and limitations of oral communication, written communication.
4. Explain Types of Communication.
5. Create Interpersonal Communication and Models of Communication.
6. Explain Types of Barriers
7. Create a Report Writing and Effective Report Writing.
8. Create a Letter and Describe a Business Letter.

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Semester-II

R25MBA201	Marketing Management	L 4	T 0	P 0	C 4
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MARKETING MANAGEMENT**Course Objectives:**

1. To provide knowledge on Needs, Wants and Demands, Marketing mix.
2. To inculcate various methods of segmentation, targeting and positioning.
3. To elucidate product management.
4. To provide necessary knowledge on pricing and distribution management.
5. To give an elaborate view on the role of marketing.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Demonstrate the knowledge in concepts of marketing and understanding needs, wants and demand.	PO1,PO2,PO7
CO2	Develop segmentation, targeting, and positioning strategies.	PO2, PO4, PO7
CO3	Analyze and derive the process of product management	PO5, PO7
CO4	Examine methods of pricing and distribution strategies.	PO1, PO4, PO7
CO5	Compare methods of marketing promotion and choose the best promotional strategy.	PO5, PO7

UNIT-I:

Introduction: Needs, Wants, Demands, Marketing, Marketing Mix, Marketing Management, Concepts of Marketing, Marketing Environment.

UNIT-II:

Market Segmentation, Targeting and Positioning: Identification of Market Segments, Segmenting Consumer Marketing, Selecting Target Markets, Segmentation and Targeting as Basis for Strategy Formulation, Developing and Communicating a Positioning Strategy.

UNIT-III:

Product Management: Constituents of a Product, Product Line, Product Mix, Classification of New Products, New Product Development, Product Life Cycle, PLC as a Tool for Marketing Strategy.

UNIT-IV:

Pricing and Distribution Management: Objectives of Pricing, Setting Pricing Policy, Methods of Pricing, Adapting Price, Initiating and Responding to Price Changes.

UNIT-V:

Marketing Promotion: Role of Marketing Promotion, Marketing Promotion Mix, Sales Force Management, Online Marketing.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2					3	
CO2		3		2			3	
CO3					2		3	
CO4	2			3			3	
CO5					3		3	
CO*	2.5	2.5		2.5	2.5		3	

Text Books:

1. Marketing Management, 12/e, 2007, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Prentice Hall Education Publications, New Delhi.
2. Marketing in the 21st Century, 8/e, 2008, Joel R. Evans, Barry. Marketing in the 21st Century, 8/e, 2008, Joel R. Evans, Barry Berman. Biztantra Publications, New Delhi.
3. Marketing Management, 4/e, 2010, Rajan Saxena, TMH, New Delhi.

Reference Books:

1. Marketing Management, 3/e, 2007, V.S. Ramaswamy and S. Namakumari, McMillan India Limited, New Delhi.
2. Marketing Management – Text and Cases, 2/e, 2007, Tapan K. Panda, Excel Books, New Delhi.
3. Marketing Management, 1/e, 2006, C.B. Gupta and N. Rajan Nair, Sultan Chand & Sons, New Delhi.

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R25MBA202A	Financial management	L	T	P	C
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FINANCIAL MANAGEMENT

Course Objective:

1. To Provide basic knowledge on importance and applications of financial management in business, the role and functions of chief financial officer.
2. To give an elaborate view about EBIT-EPS Analysis, Ratio Analysis and cost of capital – its calculation and how it is useful in decision making.
3. To elucidate working capital management
4. To make comprehend of dividend decisions and dividend theories(Walter's model, Gorden's model and M-M's Approach).
5. To Provide knowledge about various capital budgeting techniques.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Understand the importance, role and functions of financial management.	PO1,PO8
CO2	Understand the importance of cost of capital in decision making and its calculation.	PO1,PO2,PO8
CO3	Understand the importance of working capital and its management	PO1,PO2,PO8
CO4	Demonstrate the knowledge on factors influencing capital structure and dividend decisions and theories of dividend policy.	PO1,PO2,PO8
CO5	Evaluate investment decisions using capital budgeting techniques.	PO1,PO2,PO8

UNIT-I:

Foundation of Finance: Finance Functions – Role of Financial Manager – Financial goals – Agency Problem – Concept of value and return.

UNIT-II:

Financial Analysis: Importance – Ratio Analysis – Break Even Analysis – Fund flow Analysis - Financial Planning – Financial forecasting.

UNIT-III:

Working Capital Management: Principles of working capital – Receivable management – Inventory management – Cash management – Trade Credit management

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UNIT-IV:

Capital Structure Decisions: Financial and Operating Leverage – Capital Structure Theories – Capital Structure Planning – Dividend theories – Dividend Policy.

UNIT-V:

Capital Budgeting Decisions: Cost of Capital – Capital Budgeting methods – Risk Analysis in Capital Budgeting – Concept of Real Options.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2							3
CO2	2	3						3
CO3	2	3						3
CO4	2	2						3
CO5	2	2						3
CO*	2	2.5						3

Text Books:

1. Financial Management, 2011. I.M. Pandey, Vikas Publishers.
2. Financial Management, 2011, P.V.Kulkarni and B.G.Satya Prasad, Himalaya Publishing House Pvt.Ltd.India.

Reference Books:

1. Financial Management – Management Policy, 2010, R.M.Srivastava, Himalaya Publishing House Pvt.Ltd.India.
2. Financial Management-Text and Problems, 2007, MY Khan and PK Jain, Tata McGraw-Hill, New Delhi.
3. Fundamentals of Financial Management, 2006, Chandra Bose D.PHI.
4. Corporate Finance: Theory and Practice, 2/e, 2007, Vishwanath.S.R., Sage Publications.
5. Case Studies in Finance, 5/e, 2007, Bruner.R.F., Tata McGraw Hill, New Delhi.
6. Financial Management, 2009, Prasanna Chandra, Tata McGraw Hill, New Delhi.
7. Financial Management and Policy, 2009, James C. Van Horne, Prentice Hall of India, New Delhi, India.

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R25MBA202B	Logistics & Supply Chain Management	L 4	T 0	P 0	C 4
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LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objectives:

1. To describe the conceptual and theoretical backgrounds of strategy and strategic management.
2. To help the students understand and appreciate the process of strategic planning and execution.
3. To facilitate application of strategy in logistics function ranging from planning to execution and control.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Understand the concept of Supply chain Management	PO1,PO7
CO2	Understand the Transportation Functionality and Principles	PO1,PO2,PO7
CO3	Demonstrate the knowledge on roles and functions of Containerization	PO1,PO2,PO7
CO4	Understand the concepts of Packaging	PO1,PO2,PO7
CO5	Evaluate the concept for logistics and supply chain management	PO1,PO2,PO7

UNIT-I:

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships.

UNIT-II:

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships

UNIT-III:

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR;

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UNIT-IV:

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

UNIT-V:

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

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1		3	1		1	
CO2	3	1		1	2		2	
CO3	3	1		1	2		2	
CO4	3	1		1	2		1	
CO5	3	1		1	2		3	
CO*	3	1		1.4	1.8		1.8	

Reference:

- 1.Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, "International Logistics", Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.

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R25MBA203A	Human Resource Management	L 4	T 0	P 0	C 4
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HUMAN RESOURCE MANAGEMENT

Course Objectives:

1. The objective of the course is to provide basic knowledge of functional area of Human Resource Management.
2. This will be the prerequisite for enabling students to take any HRM stream electives offered in third and fourth semesters.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Outline the functions and challenges of Human Resource Management (HRM) in a changing world.	PO1,PO7
CO2	Understand the concepts of HRM.	PO1,PO2,PO7
CO3	Apply different concepts of HR Planning, Recruitment, Selection, Training, Interviewing Techniques, etc	PO1,PO2,PO7
CO4	Analyse the uses of job analysis, job description, job specification, ergonomics in industry, and methods of job evaluation, compensation and training methods.	PO1,PO2,PO7
CO5	Evaluate the need for sustaining and retaining human resources.	PO1,PO2,PO7

UNIT-I:

Introduction: Evolution and growth, Personnel Management, HRM concepts and significance, functions of HRM, Systems approach

UNIT-II:

Designing and Acquiring HR: Human Resource Planning, Job Analysis, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction

UNIT-III:

Human Resource Development: Training methods, Performance Appraisal methods, career

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planning and Development.

UNIT-IV:

Compensation Management: Job evaluation, wage and salary administration, fringe benefits, incentives.

UNIT-V:

Management of Employee Relations: Introduction to IR, Role of management, employees and associations, government, industrial conflict, grievance.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1		3	1		1	
CO2	3	1		1	2		2	
CO3	3	1		1	2		2	
CO4	3	1		1	2		1	
CO5	3	1		1	2		3	
CO*	3	1		1.4	1.8		1.8	

References:

1. Human Resource Management. Aswathappa, 4th Edition, TMH 2006
2. Human Resource Management, Noe A. Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright. Tata McGraw Hill.
3. Human Resource Management, Ian Beardwell & Len Holden, Macmillan India Ltd.
4. Personnel and Human Resource Management – Text and Cases, Subbarao, Himalaya.
5. Managing Human Resources: Productivity, quality of work life, profits – Wayne F. Cascio TMH.
6. Strategies HRM by Rajeev Lochan Dhar, Excel Books.
7. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.

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R25MBA203B	Operations Management	L 4	T 0	P 0	C 4
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OPERATIONS MANAGEMENT

Course Objectives:

1. To introduce classification of Operation system and challenges of operation manager.
2. To explore and impart knowledge on work system
3. To develop the strong knowledge about inventory management and types of layouts

To ensure quality management in manufacturing and service operations

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Understand the concept of classification of Production system	PO1,PO7
CO2	Construct and interpret techniques of work measurement	PO1,PO2,PO7
CO3	Learn different types of inventories that firm's use and their role in value analysis	PO1,PO2,PO7
CO4	Gain knowledge on the quality philosophies and principles of Deming, Juran, six sigma and Quality circle	PO1,PO2,PO7
CO5	Understand the drivers and enablers of Industry 4.0	PO1,PO2,PO7

UNIT-I:

Introduction and Overview of Operations Management: Definition of Operations Management, Nature and Scope of OM, Emerging Role of Operations Manager, Interface of OM with other functions, Operations Management's future challenges, Classification of Process system: Intermittent(project,job,batch),continuous(mass, process); Product design: Characteristics of good product design; Approaches to product design (Quality function deployment, Concurrent engineering, Ergonomics, Value engineering); Productivity: types, importance, influencing factors; Role of OM in Strategic Management; Maintenance management (including problems):objectives, types.

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UNIT-II:

Design of Work System: Work study: benefits, work study procedure; Method study: objectives, method study procedure, process charts; Work Measurement (including problems): benefits, techniques of work measurement: Time study, Synthesis Method, Analytical estimating, PMTS, Work Sampling

UNIT-III:

Flow Shop Scheduling: Shop floor planning (including problems): Johnson's rule, extension of Johnson's rule, CDS Heuristics; Inventory management: objectives, Inventory control techniques (including problems), P & Q systems of inventory; causes of waste: Muda, Mura and Muri; Facility location: errors in selection, relative importance of location factors; facility layout: factors influencing facility layout, types of layouts, Layout design procedure: CRAFT, ALDEP, CORELAP

UNIT-IV:

Quality Management: relevance of quality control, impact of poor quality, Juran's quality trilogy, Deming's 14 principles statistical process control: acceptance sampling for variables and for attributes, Operating characteristic curve; control charts (including problems) for variables and for attributes; Six Sigma: types of six sigma belts, benefits; quality circles; vendor analysis

UNIT-V:

Modern Management Tools: Just in time manufacturing: wastes in production process, benefits; push and pull production system, Kanban system; ISO 9000 series: -benefits, steps in ISO 9000 registration; Business process reengineering: characteristics, steps in implementing

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2		2				
CO2	3	3		3	3		3	
CO3	3	2		1	1	1	1	
CO4	3	2		1	1	1	1	
CO5	3	2		2	1			
CO*	3	2.2		1.8	1.5	1	1.66	

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1. Production Management, Martand T. Telsang S. Chand Publishers

2. Production and Operations Management K. Aswathappa, K. Shridhara Bhat Himalaya Publishing House

3. Production and Operations Management R. Pannerselvam PHI publishers

4. Production and Operations Management S.N Chary McGraw Hill

5. Production and Operations Management -Text and cases Upendra Kachru, Excel Books

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R25MBA204A	Business Environment	L	T	P	C
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BUSINESS ENVIRONMENT

Course Objective:

1. To familiarize the students with various aspects of economic, social, legal, political and cultural environment of India.
2. To make them gaining a deeper understanding of the environmental factors influencing Indian business organizations and also the students understand the legal and regulatory framework for doing business in India.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Understand the impact of legal environment in a business context and demonstrate knowledge of and need for sustainable development	PO1,PO7
CO2	Analyze the various facets of basic case laws of each Act from a legal and managerial perspective	PO1,PO2,PO7
CO3	Apply the legal provision of Acts in common business situations.	PO1,PO2,PO7
CO4	Understand the concept of Legal Environment of Business	PO1,PO2,PO7
CO5	Evaluate the Business Legislations	PO1,PO2,PO7

UNIT I

Business Environment: Meaning – Importance – Nature – Environmental Factors: Internal and external – Changing the dimensions of Business environment – monitoring techniques of environmental scanning – SWOT analysis.

UNIT II

Socio – Cultural and Technological Environment: Elements of Socio – Cultural Environment: Impact on Business – Culture and Sub culture pattern – Social responsibility of business – Technological Policy: Impact of Technology – Technology and Society – Technology transfer.

UNIT III

Economic and Political Environment: Significance and elements of economic environment – economic system – economic planning in India – Industrial Policy – New foreign trade policy – Monetary and Fiscal Policy - liberalization – privatization and globalization– EXIM policy – critical elements of political environment – Political Institutions: Legislature, Executive and Judiciary.

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UNITIV

Legal Environment of Business: Legal Frame work of business – Intellectual Property Rights, The law of Contracts: The Indian Contract Act, 1872 - Principles, Definition, Classification and essential elements of Contracts. Consumer Protection Act, 1986, New Economic Policy 1991 – Major regulations pertaining to business.

UNIT – V Business Legislations: – Companies Act, – Meaning of a company - Characteristics - Types of Companies – Steps and Procedure for incorporation of the Company – Memorandum of Association - Articles of Association – Directors: appointment - removal -powers, duties and responsibilities. FEMA Act 1999, IT Act 2000, MSME Act 2006, GST Act 2017

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2		2				
CO2	3	3		3	3		3	
CO3	3	2		1	1	1	1	
CO4	3	2		1	1	1	1	
CO5	3	2		2	1			
CO*	3	2.2		1.8	1.5	1	1.66	

References:

1. Francis Cherunilam, ***Business Environment***, Himalaya Publishing House, Mumbai.
2. Fernando, A.C., ***Business Environment***, Pearson.
3. Suresh Bedi, ***Business Environment***, Excel Books, New Delhi,
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5. Aswathappa.K., ***Essentials of Business Environment***, Himalaya Publishing House, Delhi.
6. Justin Paul, ***Business Environment***, Text and Cases, Tata McGraw Hill.
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8. R.S.N. Pillai and Bagavathi, “***Legal Aspects of Business***”, S.Chand, New Delhi.
9. H.L.Ahuja, “***Economic Environment of Business***” S.Chand, New Delhi.
10. G.Prasad, ***Business and Corporate Laws***, Jai Bharathi Publishers.
11. Akhileshwar Pathak – Legal Aspects of Business.
12. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 2021.
13. Mercantile Law - N.D.Kapoor, Sultan Chand & Sons
14. Merchantile Law- Garg, Sareen, Sharma, Chawla, Kalyani publishers

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R25MBA204B	Business Analytics	L 4	T 0	P 0	C 4
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BUSINESS ANALYTICS

Course Objectives:

1. Providing fundamental concepts of business analytics with strong understanding of extracting information from raw data,
2. Assess the role of business analyst and data science in business.
3. Assess the basic concept of data management and data mining techniques.
4. Providing the key methods of classification, prediction, reduction, and exploration that are at the heart of data mining.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Assess the role of business analytics and intelligence within an organization.	PO1,PO7
CO2	Explain the significance of data warehouse and the process involving extraction, cleansing, consolidation, and transformation of heterogeneous data into a single enterprise data warehouse.	PO1,PO2,PO7
CO3	Determine appropriate business analytics and intelligence (BAI) models and apply descriptive analytics tools.	PO1,PO2,PO7
CO4	Determine appropriate business analytics and intelligence (BAI) models and apply descriptive analytics tools.	PO1,PO2,PO7
CO5	Develop and apply prescriptive analytics models/tools to gain insight from data for decision making purpose.	PO1,PO2,PO7

Unit -I:

Introduction: Business Analytics-Historical Overview of data analysis–Data Scientist vs. Data Engineer vs. Business Analyst- Career in Business Analytics. Supervised Learning and Unsupervised Learning

Unit-II:

Data Management: Big Data Management, Organization of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification, Data Science, Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Optimization.

Unit-III:

Data Warehousing and Mining: Concepts – Process overview – Architecture – ETL process. Business Performance Management: BPM–Strategy–Plan–Monitoring–Performance, Measurement–Business Performance Management Methodologies; The origins of Data Mining–

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Data Mining Tasks. OLAP and Multidimensional data analysis Data preparation –incomplete data, missing data, erroneous data, outliers.

Unit-IV;

Introduction to Descriptive Analytics—Visualizing, and Exploring Data-Descriptive Statistics-Sampling and Estimation-Probability Distribution for Descriptive Analytics-Analysis of Descriptive analytics. Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Analysis of Predictive analytics.

Unit -V:

Application of Business Analysis: Retail Analytics- Marketing Analytics -Financial Analytics- HR Analytics- Supply Chain Analytics-Healthcare Analytics

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2		2				
CO2	3	3		3	3		3	
CO3	3	2		1	1	1	1	
CO4	3	2		1	1	1	1	
CO5	3	2		2	1			
CO*	3	2.2		1.8	1.5	1	1.66	

References:

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2. UmeshRHodeghattaandUmeshaNayak,BusinessAnalyticsUsingR:APracticalApproachAp-
ress, 2017.
3. JefferyD.Camm,JamesJ.Cochran,MichaelJ.Fry,JeffreyW.Ohlmann,DavidR.Anderson,Ess-
entialsofBusinessAnalytics,CengageLearning,2015
4. SandhyaKuruganti,BusinessAnalytics:ApplicationstoConsumerMarketing,McGrawHill,2-
015
5. EssentialsofBusinessAnalytics:AnIntroductiontothemethodologyanditsapplication,
Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
6. IntroductiontoMachineLearningwithPython:AGuideforDataScientists1stEdition,by
Andreas C. Müller, Sarah Guido, O'Reilly
7. IntroductiontoDataScience,LauraIgualSantiSeguí,Springer.
8. IntroductiontoDataMining,Pang-NingTan,MichaelSteinbach,VipinKumar,Pearson
Education India
9. AnIntroductiontoBusinessAnalytics,GerKoole,Lulu.com,2019
10. U.DineshKumar,BusinessAnalytics,TheScienceofData-
DrivenDecisionMaking,WilleySecond edition,2022.
11. Online Learning Resources

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R25MBA204A	Financial Institutions, Markets and Services	L	T	P	C
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FINANCIAL INSTITUTIONS ,MARKETS AND SERVICES

Course Objectives

1. The Course is designed to serve both conceptual clarifications and discuss latest developments in Financial System.
2. The Course encompasses new developments in Financial Markets and Financial Instruments and to provide an insight into the working of Money and Capital Markets.
3. The Course enlightens the role and responsibilities of Merchant Bankers in India.
4. To acquaint the students with the working and functioning of Mutual Funds.
5. To Provide an insight into the working and of Financial Services.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Forms the base for investment and portfolio management and advocation of transparent straight through procedure in financial markets.	PO1,PO7
CO2	Understand the role and function of the financial system in reference to them a economy.	PO1,PO2,PO7
CO3	Demonstrate an awareness of the current structure and regulation of the Indian Financial service sector.	PO1,PO2,PO7
CO4	Evaluate and create strategies to promote financial product and services.	PO1,PO2,PO7
CO5	Provide insight into the procedural and functional aspects of various intermediary financial institutes which facilitate channel of savings into proper investment avenues.	PO1,PO2,PO7

Course Contents

Unit-I:

Structure of Financial System: Financial system and its components, Functions of financial system, Role of Financial System in Economic Development – Reforms and recent developments in Indian financial systems

Unit-II:

Financial Markets and Financial Instruments :Capital Markets, Money Markets, Debt

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market-Derivatives market, Financial instruments in the respective markets, Primary Market Operations, Secondary Market functions and Operations, Role of SEBI in regulating the capital markets, Regulation, Listing of securities- Procedures –Requirements of listing

Unit-III:

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

Unit-IV:

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 Securitisation – Concept and Application, De-mat Services- Need and Operations, Role of NSDL and CDSL

Unit-V:

Allied Financial Services: Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing, Credit Rating – Meaning & Functions, Insurance Services, Factoring , Forfaiting , Bill discounting

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2					3	
CO2		3		2			3	
CO3					2		3	
CO4	2			3			3	
CO5					3		3	
CO*	2.5	2.5		2.5	2.5		3	

References

1. Gordon and Natrajan., FINANCIAL MARKETS AND SERVICES, Himalaya Publishing House, Mumbai.
2. Madura., FINANCIAL INSTITUTIONS AND MARKETS, Thomson.
3. M.Y. Khan, FINANCIAL SERVICES, Tata Mc Graw Hill, New Delhi.
4. Varma, J.C., MERCHANT BANKING, Tata Mc Graw Hill, New Delhi.
5. Vastsara & Nigam, MANAGEMENT OF INDIAN FINANCIAL INSTITUTIONS, Himalaya Publishing House, Mumbai.
6. Pathak Bharathi V, *The Indian Financial System*, 5th edition, Pearson Education, Chennai(2018).
7. Bhole L M and Mahakud Jitendra, *Financial Institutions and Services*, 6th edition, Tata McGraw Hill Education, New Delhi (2017).

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R25MBA204B				
	Consumer Behaviour	L	T	P
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CONSUMER BEHAVIOUR

Course Objectives

1. To highlight the importance of understanding consumer behavior in Marketing.
2. To create awareness on the models of consumer behavior
3. To analyze the reasons and motives of consumer buying behavior
4. To study the environmental and individual influences on consumers
5. To understand the concept of consumerism

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Understand concept, need and consumer buying process	PO1,PO7
CO2	Able to integrate consumer models with real world situations	PO1,PO2,PO7
CO3	Learn about the factors that affect consumer's decision making.	PO1,PO2,PO7
CO4	Design and evaluate the marketing strategies according to consumer characteristics and behavior.	PO1,PO2,PO7
CO5	Understand the concept of Consumer Protection Act	PO1,PO2,PO7

UNIT-I:

Consumer Behaviour: Meaning, Definition and need of consumer behavior study, Consumer behaviour and Marketing Management, Types of Consumer buying behavior, Consumer buying behavior process, Contemporary dimensions of consumer behaviour, Trends in consumer behavior.

UNIT-II:

Models of Consumer behavior: Howard Sheth model, The Nicosia model, The Engel-Kollat-Backwell model, EBM model, Webster and wind model, Sheth model of industrial buying.

Unit – III

Individual determinants of Consumer Behavior: consumer perception – Learning -

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attitude and Behavior – Consumer learning – Motivation and personality – Psychographics – values and lifestyles.

Unit – IV:

Environmental influence on Consumer Behavior: Cultural influences – social class influences – reference groups and family influences – opinion leader – Diffusion of Innovations: the diffusion process – the adoption process – multiplicative innovation adoption model.

Unit V:

Consumerism: consumer protection, consumer protection Act, 1986, marketer responses to consumer issues, on line consumer behavior – online decision-making process, developments and issues in online purchases, measures to overcome. Consumer behavior in Indian context – emerging issues.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2					3	
CO2		3		2			3	
CO3					2		3	
CO4	2			3			3	
CO5					3		3	
CO*	2.5	2.5		2.5	2.5		3	

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R25MBA204C	Performance Management and Counselling	L 4	T 0	P 0	C 4	
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PERFORMANCE MANAGEMENT AND COUNSELLING

Course Objectives

1. To familiarize the students with the need and relevance of performance management in organizations.
2. To equip students with comprehensive knowledge about performance appraisal of employees and its management in the organization.
3. To understand the process involved in the performance management.
4. To acquaint the students with the various methods, techniques and practices used to measure performance of employees for professional advantage.
5. To provide employee counselling for the betterment of employee and workplace

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Understand how to be on the look-out for average and poor performers to guide and motivate them timely to become better performers.	PO1,PO7
CO2	Understand how to reward for good performance	PO1,PO2,PO7
CO3	Learn how to counsel and share constructive feedback.	PO1,PO2,PO7
CO4	Apply the various models of counselling and develop employee.	PO1,PO2,PO7
CO5	Understand Theories of Counselling	PO1,PO2,PO7

Course Contents

Unit I

Introduction to Performance Management (PM): Concept of performance management, definition, Historical developments in Performance Management practices- Performance appraisal Vs performance Management. PM Cycle-Essence and Implications of Performance Management - Issues and Problems in P M –Principles & characteristics of ideal PM- performance management process-Performance planning.

Unit II

Performance Appraisal(PA): Job Description and Job Analysis for Performance Management; Performance Appraisal: Methods of PA- Appraisal Communication-Appraisal Interview-PA and its Organizational Implications; Designing performance

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criteria: Audio visual -Modular tools—PABLO; Performance management systems in manufacturing & Service sectors; Legal and Ethical Perspectives in PM.

Unit III

Appraisal and Performance Management practices in India – Key Performance Indicators, 180 and 360-degrees feedback, Management by Objectives, Balanced Score Card(BSC) – Concept, BSC as a tool for Strategy Implementation, Foundations, Advantages and Pitfalls in implementation, Best practices in Balanced Scorecard. The HR Scorecard – Concept and Importance; Performance Coaching and Mentoring, Reward and Recognition programs, OKRs, Competency mapping; Recent Development in Executive appraisal

Unit IV

Performance Management Framework: Importance of performance management, Place of “PMS” in HR, Performance management and HR decisions, Technology in Performance Management, Performance management in MNCs, Performance Management in the future.

Unit V

Counseling: Meaning of counseling, types of counseling, Counseling Process- Counseling Environment—Guidelines for effective counseling; Action strategies-Assertiveness and Interpersonal Skills for Counselors- Characteristics of effective counselor; Theories of Counseling: Psychoanalytical, Behavioral, Cognitive, Humanistic and Holistic; Specific Techniques – Relaxation, Systematic Desensitization, Assertiveness training, Rational Emotive Behavioral Therapy-Cognitive Behavior Therapy, Transactional Analysis.

COs/POs Mapping:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3					2	3	
CO2	3	2				2	3	
CO3	3	2			1	2	3	
CO4	2		3			3	2	
CO5	2				2	2	2	
CO*	2.6	2	3		1.5	2.2	2.6	

References:

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R25MBA204D	E-Business	L 4	T 0	P 0	C 4
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E-BUSINESS

Course Objective:

1. To provide knowledge on online business activities for better reach in the market place.
2. Recognize the e-business models and infrastructure. Students will learn how e-business concepts are applied to different fields.
3. Moreover, this course will inspire students with online business ideas and motivate them to apply what they learned in the real life.
4. Analyze the potential impacts of different e-Business strategies; the ability to evaluate the effects of business issues in relation to various e-Business models.
5. Be aware of the e-Business environment, the identification of contemporary eBusiness issues, and the evaluation of their implications for organizations.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	To Gain the basic knowledge of Electronic business	PO1,PO7
CO2	To get students equipped with basic skills of using contemporary information technologies and web services that support electronic business processes.	PO1,PO2,PO7
CO3	Understanding the ways of communication and interchange of business data, information and documentation through electronic media.	PO1,PO2,PO7
CO4	Understanding the payment systems of information technologies and web services for different fields of electronic business.	PO1,PO2,PO7
CO5	To know the policies and procedures of E-Security.	PO1,PO2,PO7

Unit-I:

Introduction to e-Commerce: Framework, Architecture, Benefits and Impact of e-Commerce, The Anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce Organization Applications, e-commerce in India, Prospects of e-commerce.

Unit-II:

Network Infrastructure for e-commerce: Intranet, Extranet, and Internet, Internet Backbone in

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India, ISP and services in India, OSI Model, Standards and Overview of TCP/IP, Internet Security, ecommerce and Internet.

Unit-III:

E-commerce Models: Business-to-Business-Hubs, market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to Government. **e-Advertising and Marketing:** The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising and Marketing in India.

Unit-IV:

Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System. **Electronic Data Exchange:** EDI- Definitions and Applications, Standardization and EDI, EDI- Legal Security and Privacy Issues, Advantages and Limitations of EDI.

Unit-V:

E-Security: Securing the Business on Internet-Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce - **CRM:** CRM, what is e- -CRM Marketing in India, Major Trends, Global Scenario for e CRM, CRM utility in India.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2					3	
CO2		3		2			3	
CO3					2		3	
CO4	2			3			3	
CO5					3		3	
CO*	2.5	2.5		2.5	2.5		3	

Text books:

- Dave chaffey : e-business & e-commerce management- Pearson.
- e- commerce- e-business: Dr. C. S. Rayudu, Himalaya.

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- Jeffrey F. Rayport and Bernard J. Jaworski: Introduction to E-commerce, TMH, 2003.
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- David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000.
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R25MBA205A	Investment Analysis and Portfolio Management	L 4	T 0	P 0	C 4	
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INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

1. To Provide Students an understanding of working of capital markets.
2. To introduce critical techniques to analyze and evaluate various assets of both physical and financial in nature.
3. To enhance knowledge upon management of financial portfolios.
4. To Acquaint the students create and advice the best investment options through building efficient frontiers.
5. To Provide an insight into actions necessary for keeping the money safe from inflation.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	To Gain the basic knowledge of Investment	PO1,PO6
CO2	Evaluate Risk and Return of Financial Securities	PO1,PO2,PO6
CO3	Apply Fundamental analysis and Technical Analysis for financial securities for decision making	PO1,PO2,PO6
CO4	Construct the portfolios and compare the portfolio return and risk with individual securities return and risk.	PO1,PO2,PO6
CO5	Evaluate Portfolio Performance and Portfolio Construction	PO1,PO2,PO6

UNIT-1:

Introduction to Investment: Meaning, Investment Process – Investment Avenues – Investment Vs Gambling – Introduction to Security Analysis – Fundamental Analysis – Economic, Industry and Company Analysis.

UNIT-2:

Approaches to Financial Investment Decisions: Technical Analysis – Dow theory support and resistance levels, Graphs, Charts, RSI (Relative Strength Index) – Moving Averages – Indicators, Oscillators – Efficient Market Theory – ‘F’ Fundamental Analysis Vs Technical Analysis.

UNIT-3:

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Measures of Risk & Return: Return, Capital Appreciation – Holding Period and Calculation of Expected return – Risk factors, Classification of Risks – Unsystematic Risk – Standard Deviation, Variance – Correlation and Co-Variation – Beta Calculation – Calculation of Expected return and risk.

UNIT-4:

Valuation of Securities: Approaches of Valuation – Bond Valuation – Preference Share Valuation – Common Stock Valuation.

UNIT-5:

Portfolio Management: Meaning and Process – Diversification, Portfolio Construction and Selection – Markowitz Model and Efficient Frontier – Sharpe Index Model – Construction of optimum Portfolio – CAPM and APT performance evaluation of portfolio.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2				3		
CO2		3		2		3		
CO3					2	3		
CO4	2			3		3		
CO5					3	3		
CO*	2.5	2.5		2.5	2.5	3		

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1. Bhalla, V.K., INVESTMENT MANAGEMENT, Sultanchand and Company, New Delhi.
2. Preeti Sing., INVESTMENT MANAGEMENT, Himalaya Publishing House, Mumbai.
3. Ranganathan, INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT, (Pearson).
4. Dhanesh Kumar Khatri, INVESTMENT MANAGEMENT AND SECURITY ANALYSIS, (Macmillan)
5. Chandra P, *Managing Investments*, TMH.
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R25MBA205B	Banking and Insurance Marketing	L	T	P	C
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BANKING AND INSURANCE MARKETING

Course Objectives:

1. To provide an understanding of the structure and functions of the banking and insurance sectors.
2. To develop insights into the principles, practices, and strategies used in marketing banking and insurance products.
3. To equip students with the knowledge of customer relationship management in financial services.
4. To analyze the impact of technology and regulatory changes in banking and insurance marketing.
5. To enable students to design effective marketing strategies for banks and insurance companies in a competitive environment.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Understand the structure and role of marketing in banking and insurance sectors	PO1,PO6
CO2	Analyze various marketing strategies for banking products and services	PO1,PO2,PO6
CO3	Evaluate insurance marketing practices and distribution channels.	PO1,PO2,PO6
CO4	Develop strategies to enhance customer satisfaction and service quality	PO1,PO2,PO6
CO5	Examine emerging trends and regulatory aspects of banking and insurance marketing	PO1,PO2,PO6

UNIT – I:

Introduction to Banking and Insurance Marketing: Nature and Scope of Banking and Insurance Services, Role of Marketing in Banking and Insurance, Evolution of Marketing in Financial Services, Key Concepts: Service Marketing Mix – 7Ps for Banking and Insurance, Challenges in Marketing of Financial Services

UNIT - II:

Banking Products and Marketing Strategies: Types of Bank Accounts – Deposits and Loan Products, Retail Banking, Corporate Banking, and Digital Banking, Product Development and

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Innovation in Banking, Marketing Channels in Banking – Branch, Online, Mobile, and Agency Networks, Customer Segmentation and Targeting Strategies for Banks

UNIT – III:

Insurance Products and Marketing Approaches: Classification of Insurance Products – Life and Non-life Insurance, Product Design and Pricing in Insurance, Marketing Mix for Insurance Services, Role of Agents, Brokers, and Bancassurance in Insurance Marketing, Promotional Strategies and Branding in Insurance

UNIT – IV:

Customer Relationship and Service Quality Management: Customer Relationship Management (CRM) in Banking and Insurance, Service Quality Dimensions (SERVQUAL Model), Handling Customer Grievances and Complaints, Customer Retention and Loyalty Programs, Technology in Customer Relationship Management.

UNIT - V:

Emerging Trends and Regulatory Framework: Digital Transformation in Banking and Insurance, FinTech and InsurTech: Opportunities and Challenges, Ethical Issues and Social Responsibility in Financial Marketing, Regulatory Environment: Role of RBI, IRDAI, and Other Regulatory Bodies, Future Trends in Banking and Insurance Marketing

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2				3		
CO2		3		2		3		
CO3					2	3		
CO4	2			3		3		
CO5					3	3		
CO*	2.5	2.5		2.5	2.5	3		

Text Books:

1. **Bank Marketing**, 2/e, H.L. Gupta, Sultan Chand & Sons, New Delhi.
2. **Insurance and Risk Management**, 3/e, P.K. Gupta, Himalaya Publishing House, Mumbai.

Reference Books:

1. **Marketing of Financial Services**, V.A. Avadhani, Himalaya Publishing House.
2. **Banking Theory and Practice**, K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House.
3. **Principles and Practice of Insurance**, M.N. Mishra and S.B. Mishra, S. Chand & Co.,

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R25MBA205C	Human Resource Development	L 4	T 0	P 0	C 4
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HUMAN RESOURCE DEVELOPMENT

Course Objectives:

1. To develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others
2. To explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs and have competence in the design and delivery of learning programs.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Demonstrate the concept, approaches and understand the role of HRD in organizations.	PO1,PO6
CO2	Assess, design, implement and evaluate the training and development programs.	PO1,PO2,PO6
CO3	Make workplace more collaborative, supportive and productive	PO1,PO2,PO6
CO4	Evaluate Strategies of Human Resource Development	PO1,PO2,PO6
CO5	Evaluate Industrial Relations and Human Resource Development.	PO1,PO2,PO6

Unit – I:

Human Resource Development: Concept, Origin and Need for HRD; Objectives of HRD, Pre - requisites, Policies, HRD action plan, HRD responsibility, HRD as a system and subsystems, HRD process, Principles in Designing HRD system, Structure of HRD, HRD approaches, HRD matrix, Role of HRD in organization, Attributes of HRD Manager, Challenges of HRD, HRD in Indian industry.

Unit – II:

HRD Activities: Training and Development-Concept and Importance, Assessing Training Needs, methods of training, Process of Training, Evaluation of training and development programs, models of evaluation. Employee development – Approaches to employee development, Leadership development, Action learning, Assessment and development centers.

Unit – III:

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HRD Applications and Trends: Coaching and mentoring, Career management and development, Employee counseling, Performance management, Competency mapping, Quality of work life, PCMM. Integrating HRD with technology.

Unit – IV:

HRD Strategies: Organization Development-OD Concept, Definitions, Characteristics, Features of OD, OD process, OD Interventions, Approaches to OD, challenges of OD; HRD culture: OCTAPACE, Role of top management in building HRD culture.

Unit – V:

Industrial relations and HRD: Role of trade unions, Work force reduction, realignment and retention – HR performance and Bench marking – Impact of Globalization on HRD – Diversity of work force – HRD programs for diverse employees – expatriate and repatriate support and development.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	1	3	2		
CO2	2	2	2	1	3	2		
CO3	3	3	2	2	3	2		
CO4	2	2	1	1	3	3		
CO5	3	3	2	2	3	2		
CO*	2.6	2.6	1.8	1.4	3	2.2		

Reference Books

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2. T.V. and Pareek, Udai, designing and managing Human Resource Systems; Oxford and IBR Pub. Ltd., New Delhi.
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4. ILO, Teaching and Training Methods for Management Development Hand Book McGraw Hill, New York.
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Enterprise Resource Planning				
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ENTERPRISE RESOURCE PLANNING

Course Objectives:

1. To provide basic understanding of Enterprise Resource Planning.
2. To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
3. To enrich the students with Enterprise Resource Planning implementation practice and challenges.
4. To understand the different ERP packages and Implementation process in different organizations.
5. To upgrade with the knowledge with EAI Technology and future of Enterprise Resource Planning.

Course Outcomes:

On successful completion of the course the student will be able to,		Pos related
CO1	Understand about the enterprise software, and its role in integrating business functions	PO1, PO2
CO2	Analyze the strategic options for ERP identification and adoption in different types of business modules	PO1, PO2, PO4
CO3	Create reengineered business processes for successful ERP implementation and design the ERP implementation strategies	PO3, PO5
CO4	Analyze the different ERP packages and Implementation process in different organizations	PO3, PO5
CO5	Analyze the enterprise integration applications and future directions in ERP	PO1, PO2

UNIT – I: Introduction to ERP

Characteristics of ERP – Need for ERP – Advantages of ERP – Business Process Reengineering – Data Warehousing – Data Mining.

UNIT – II: ERP Business Modules

Finance – Manufacturing – Human Resource Management – Inventory Control Management – Sales and Distribution Management – Quality Management – CRM – SCM.

UNIT – III: ERP Implementation

Implementation Challenges – Strategies – Life Cycle – Pre-Implementation Tasks –

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T. S. S. S. S. S. S.

B. S. S. S. S. S. S.

M. S. S. S. S. S. S.

P. S. S. S. S. S. S.

P. M. S. S. S. S. S.

Requirements Definition – Methodologies – Package Selection – Project Teams – Process Definitions – Vendors and Consultants – Data Migration – Project Management – Post Implementation Activities.

UNIT – IV: ERP Market Place

Market Place Dynamics – Changing ERP Market in Indian Scenario – SAP AG – PeopleSoft – Baan Company – Oracle Corporation – QAD – Software System Associates – JD Edwards World Solution Company.

UNIT – V: ERP Present and Future

Enterprise Integration Application (EIA) – ERP and E-commerce – ERP and Internet – Future Directions in ERP.

COs and POs Mapping

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2						
CO2	2	2		2				
CO3			2		2			
CO4			2		2			
CO5	2	2						
CO*	2	2	2	2	2			

Text Books:

1. **Enterprise Resource Planning Demystified**, 1/e, 2008, Alexis Leon, Tata McGraw-Hill Publishing India Ltd., New Delhi.
2. **Managerial Issues on ERP Systems**, 1/e, 2009, David L. Olson, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Reference Books:

1. **Enterprise Resource Planning, Concepts and Practice**, 2/e, 2007, Vinod Kumar Garg and N.K. Venkatakrishnan, Hall of India Pvt. Ltd., New Delhi.

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