



**SIR C R REDDY COLLEGE OF ENGINEERING, ELURU
[AUTONOMOUS]**

Approved by AICTE & Permanently Affiliated to JNTUK, Kakinada

Accredited by NBA, Accredited by NAAC with 'A' Grade

DEPARTMENT OF MANAGEMENT STUDIES


CR24

(Applicable from the academic year 2025-26 onwards)

Course Structure & Syllabus

DEPARTMENT OF MANAGEMENT STUDIES

II MBA III & IV SEMESTER

	SIR C R REDDY COLLEGE OF ENGINEERING, ELURU [AUTONOMOUS] Approved by AICTE & Permanently Affiliated to JNTUK, Kakinada Accredited by NBA, Accredited by NAAC with 'A' Grade
	DEPARTMENT OF MANAGEMENT STUDIES

MBA (CR 24 - II Year III & IV Semester COURSE STRUCTURE & SYLLABUS)

III SEMESTER							
S.No	Course Code	Courses	Marks	L	T	P	C
1	C-301	Strategic Management	100	4	0	0	4
2	C-302	Operations Research	100	4	0	0	4
3	E -301	Elective –1	100	4	0	0	3
4	E-302	Elective – 2	100	4	0	0	3
5	E-303	Elective – 3	100	4	0	0	3
6	E-304	Elective – 4	100	4	0	0	3
7	VA-301	Entrepreneur Project-III Submission of project proposal report to Govt.bodies and applying the proposal to Govt.agencies like (START-UPS/MSME/NABARD/IDBI/SISI) and the same may be submitted to the University with the acknowledgement.	50	0	0	2	1
Total			650	24	0	2	21

IV SEMESTER							
S.No	Course Code	Courses	Mark s	L	T	P	C
1	C-401	Corporate Legal Framework	100	4	0	0	4
2	C-402	Supply Chain Management	100	4	0	0	4
3	E-401	Elective –5	100	3	0	0	3
4	E-402	Elective – 6	100	3	0	0	3
5	E-403	Elective – 7	100	3	0	0	3
6	E-404	Elective – 8	100	3	0	0	3
7	SE- 401	Main project Submission and Viva-Voce	100	0	0	8	4
Total Marks / Credits			700	20	0	8	24
			2910				111

- ✓ **Note: The students opting for dual specialization must select Elective 1 and 2 from first specialization and 3 and 4 from second specialization in III semester.**
- ✓ **The students opting for dual specialization must select Elective 5 and 6 from first specialization and 7 and 8 from second specialization in IV semester.**

*The project work documentation shall be checked with anti-plagiarism software (Turnitin). The permissible similarity shall be less than 30%.
The project shall be done in a chosen specialization (or) He/she can start his own business by showing the proofs such as GST certificate, owner of the firm etc...



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DEPARTMENT OF MANAGEMENT STUDIES

COURSES OFFERED (Specializations)

1	Human Resource Management
2	Finance
3	Marketing

1. HUMAN RESOURCE MANAGEMENT

HRM	III - Sem	EHR-301	Learning and Development
		EHR-302	Performance and Compensation Management
		EHR-303	Strategic Human Resource Management
		EHR-304	Talent Acquisition and Management
	IV - Sem	EHR-401	Labor Welfare and Employment laws
		EHR-402	International HRM
		EHR-403	Employee Relations and Workplace Culture
		EHR-404	Human Capital Management

2. FINANCE

FINANCE	III Sem	EFM-301	Investment and Portfolio Management
		EFM-302	Financial Markets and Services
		EFM-303	Taxation Management
		EFM-304	Banking institutions and financial reforms
	IV Sem	EFM-401	Corporate Strategic Finance
		EFM-402	Risk Management
		EFM-403	Global Financial Management
		EFM-404	Financial Derivatives

3. MARKETING

MARKETING	III Sem	EMM-301	Consumer Behavior
		EMM-302	Retail Management
		EMM-303	Customer Relationship Management
		EMM-304	Advertising and Brand Management
	IV Sem	EMM-401	Green Marketing
		EMM-402	Marketing Research
		EMM-403	Services Marketing
		EMM-404	Sales and Distribution Management

II MBA III SEMESTER

III SEMESTER

STRATEGIC MANAGEMENT

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	4	30 M	70 M	3 Hrs.

COURSE OBJECTIVES:

1	To study the Strategy Statement and its Components.
2	To study the Steps of Strategic Management Process.
3	To study the Components of Strategic Management Process.
4	To study the differentiate between strategy formulation and strategy implementation.
5	To study the Differentiate between Strategic, Administrative and Operational Decisions.

COURSE OUTCOMES:

CO1	Explore participants to various perspectives and concepts in the field of Strategic Management
CO2	Develop skills in environmental scanning and tools o and techniques of strategies.
CO3	Understand value chain analysis and competitive advantage of a firm and exit and entry barriers.
CO4	Develop skills in strategy implementation and link strategies with other business concepts.
CO5	Understand various Qualitative and quantitative bench marking to evaluate performance.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	2	2	2	2	2	2
CO2	3	3	3	1	2	2	2	2	2	2	2
CO3	2	3	3	1	2	2	2	2	2	2	2
CO4	2	3	2	1	2	2	2	3	2	2	2
CO5	1	2	2	2	3	3	3	3	2	2	2

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 - Operationalising 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 bench marking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

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

References

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

III SEMESTER**OPERATIONS RESEARCH**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	4	30 M	70 M	3 Hrs.

Course Objectives:

1.	To Identify optimum solution.
2.	To analyse Integrating the systems.
3.	To Improve the objectivity of analysis
4.	To Minimize the cost and maximize the profit
5.	To Improve the productivity.

Course Outcomes:

CO1.	Apply Linear programming techniques to allocate scarce resources in an optimum manner in problems of scheduling, product mix etc.
CO2.	Manage the Waiting line management to minimize the overall cost due to servicing and waiting.
CO3.	Apply Network analysis to plan, schedule, monitor and control large projects such as construction of a building, making a ship, or planning for a space flight.
CO4.	Make Decisions under the conditions of risk and uncertainty.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	2	2	2	2	2	2
CO2	3	3	3	1	2	2	2	2	2	2	2
CO3	2	3	3	1	2	2	2	2	2	2	2
CO4	2	3	2	1	2	2	2	3	2	2	2
CO5	1	2	2	2	3	3	3	3	2	2	2

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.

III SEMESTER ELECTIVES (HUMAN RESOURCE MANAGEMENT)

III SEMESTER

LEARNING AND DEVELOPMENT

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	Understand foundations of L&D and its strategic significance.
2.	Understand Theories of Learning and Instructional Design.
3.	Learn to assess training needs at multiple organizational levels.

Course Outcomes:

CO1.	Understanding the framework of Learning and Development.
CO2.	Analysing Theories of Learning and Instructional Design.
CO3.	Understanding and Analysing Training Needs Assessment.
CO4.	Evaluating Designing training and Evaluation of Training Effectiveness.
CO5.	Analysing Career and Leadership Development.

CO-PO/PSO MAPPING

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

Unit I:

Introduction to Learning and Development: Definition, Scope and Importance of Learning and Development in Organisational growth- Evolution of Training and Development- L&D as a Strategic Business Partner- The Learning Organisation (Peter Senge's Principles)- Learning Styles.

Unit II:

Theories of Learning and Instructional Design Adult learning theories (Andragogy)- Principles of Instructional Design (ADDIE Model, SAM)- Learning Objectives (Bloom's Taxonomy)- Designing Training Content- Selecting Delivery Methods (classroom, e-learning, blended)- Role of Learning Management System (LMS).

Unit III:

Training Needs Assessment (TNA) Purpose and Importance of TNA- Process of Training Needs Identification- Organizational, Task and Person Analysis- Methods for conducting TNA (Surveys, Interviews, Focus Groups and Job Analysis)- Identifying skill gaps and competency Mapping- Aligning TNA with Business Goals.

UNIT IV:

Designing training and Evaluation of Training Effectiveness Setting training objectives- Developing training content and Materials- Selecting training methods- Importance of evaluating training programs- Methods of training evaluation- Feedback mechanisms and continuous improvement.

UNIT V:

Career and Leadership Development Career Planning and development initiatives- Succession Planning and talent management- Leadership development programs- Coaching and mentoring in organizations- Contemporary issues in Learning and Development- Digital transformation, Gamification, Mobile learning, Diversity and inclusion in training programs- Ethical considerations in L&D.

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

Reference Books:

1. Raymond A. Noe, **Employee Training and Development**, 2024, 9th Edition, McGraw-Hill Education.
2. Rosemary Harrison, **Learning and Development**, Latest CIPD Edition (2023), Chartered Institute of Personnel and Development (CIPD), UK.
3. Kathy Beevers & Andrew Rea, **Learning and Development Practice in the Workplace**, 4th Edition (2022), Kogan Page / CIPD Publishing.
4. B. Janakiram & D. Ravindra, **Training and Development: Text, Research and Cases**, 2nd Edition (2023), Biztantra / Dreamtech Press.

III SEMESTER PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To attract highly capable and efficient employees so that their efforts produces higher organizational performance.
2.	To retain talented employees for continuance of organizational performance and attainment of higher levels of competence.
3.	To increase the motivation and morale achieving of employees for higher employee commitment towards goals and objectives of the organization.
4.	Differentiate leadership and management
5.	To maintain market competitiveness in order to reduce or control employee attrition which can affect organizational functioning.

Course Outcomes:

CO1.	To understand Historical Developments in Performance Management and understanding the framework of performance management and its process
CO2.	Develop skills in competency mapping and strategic planning and Remembering various tools and techniques for mapping performance management planning.
CO3.	Explore knowledge in performance management system and analysing the new trends In compensation management and understanding the compensation and retention strategies.
CO4.	Understand various dimensions of compensation programme
CO5.	Understanding and analyzing performance based and pay based compensation structures.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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 Ronald Ricardo, —Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: —Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009
6. A.M. Sarma —Performance Management Systems, Himalaya Publishing House, New Delhi, 2010.

III SEMESTER**STRATEGIC HUMAN RESOURCE MANAGEMENT**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	Analyze the meaning of strategic human resource management
2.	Examine the aims of strategic human resource management
3.	Examine the key features of strategic human resource management
4.	Demonstrate the evolution of strategic human resource management

Course Outcomes:

CO1.	Understand the framework of strategic Human Resource Management.
CO2.	Analyzing business strategies to human resource strategies.
CO3.	Understanding various levels of strategic human resource planning.
CO4.	Remembering various employment practices and work force utilization.
CO5.	Remembering various employment practices and work force utilization.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	2	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

UNIT-I

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework - Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches.

UNIT-II

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning - Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

UNIT-III

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource- Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-IV

Strategic Human Resource Development: Concept of Strategic Planning for HRD Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

UNIT-V

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

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

References:

1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach - pearson Education, Asia.
2. Fombrun Charles & Tichy: “Strategic Human Resource Management” - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune 2009.
4. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014 .
5. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi 2009.
6. Dreher, Dougherty “Human Resource Strategy” Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008.

III SEMESTER**TALENT ACQUISITION AND MANAGEMENT**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

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

CO1.	Understand the framework of Talent acquisition Management.
CO2.	Understanding and Analyzing employer branding and job analysis.
CO3.	Remembering various sourcing & recruitment methods and understanding use of AI and HR analysis in sourcing.
CO4.	Understanding and Analysing selection and on boarding.
CO5.	Remembering and Analysing Metrics and Evaluation in talent acquisition.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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 On boarding: 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 on boarding 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.

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

References:

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).

III SEMESTER ELECTIVES (FINANCE)

III SEMESTER

INVESTMENT AND PORTFOLIO MANAGEMENT

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To help entrepreneurs and practitioners to understand the investments field as it is currently understood and practiced for sound investment decisions making.
2.	To enlighten the students with the Concepts and Practical applications of Security Analysis and Portfolio Management
3.	Focus on investment portfolio formation and management-issues
4.	Emphasize both theoretical and analytical aspects of decisions with modern investment theoretical concepts and instruments.

Course Outcomes:

CO1.	Understand the concept process of investment.
CO2.	Estimate the systematic and unsystematic risk involved in a security.
CO3.	Analyze a security using fundamental analysis and technical analysis.
CO4.	Calculate the return and risk of a portfolio and mutual funds.
CO5.	Calculate the duration of a bond and understand implications of the sensitivity of bond price to interest rate changes.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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.

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

References:

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. Reilly Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
6. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
7. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
8. Sharpe W, Alexander, GJ., & Bailey JV., Investments, TMH, New Delhi
9. Avadhani, VA, SAPM, Himalaya Publishers.
10. Bhalla, VK Investment Management, S.Chand., New Delhi

III SEMESTER**FINANCIAL MARKETS AND SERVICES**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services
2.	Familiarization with the legal aspects of various negotiable instruments.
3.	Ability to understand the effects of demonetization. Understand the various provisions required to be created for different types of Non- Performing Assets.

Course Outcomes:

CO1.	Know about the financial market structure and participants in the markets.
CO2.	Gain knowledge on the different financial services which are available in India.
CO3.	Understand the merchant banking, Hire purchase and Lease assistance to micro small, and small, medium and large scale business units.
CO4.	Understand the different financial services like factoring, credit rating methods.
CO5.	Understand Indian Rural Financial system and various models in India.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

UNIT-I

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

UNIT- II

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

UNIT-III

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.

References:

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
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

III SEMESTER**TAXATION MANAGEMENT**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	This course aims at teaching Indian tax system, various heads of income and tax planning with reference to salaried persons.
2.	Students will also get an overview of income tax department's website and how to file a return.
3.	Students will learn legal ways of minimizing tax liability by making use of various tax exemptions and deductions.

Course Outcomes:

CO1.	Able to calculate income under various heads.
CO2.	Can compute total income.
CO3.	Make tax plan for individual.
CO4.	Able to use various tax exemptions and deductions and able to file tax return.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

Unit –I:

General Principles of Tax – Direct and Indirect Taxes – State Power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

Unit- II:

Direct tax system:-Income Tax – Deductions, Computation, Payment and Accounting-deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

Unit III:

Tax Planning for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms 'book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs).

Unit IV:

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

Unit V:

Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements.

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

Suggested Readings:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

III SEMESTER**BANKING INSTITUTIONS AND FINANCIAL REFORMS**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To introduce students to the Indian financial system & Banking system
2.	To enrich student's understanding of the fundamental concepts and banking reforms
3.	To equip students with the knowledge and skills necessary to become employable in the Banking sector.

Course Outcomes:

CO1.	Subjects give overview of financial system to students such as flow of funds in financial system, financial system and economic development.
CO2.	Students learn different financial system and their framework and reforms
CO3.	Students studies non-banking financial institutions, their role in financial system, sources of finance and RBI guidelines.
CO4.	Students learn the concept of financial reforms and its importance in rural economy.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

Unit – I:

Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions- financial sector reforms.

Unit – II:

Banking system:- Organization, Structure and Functions of RBI and Commercial Banks: Introduction - Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice.

Unit – III:

Financial Institutions and Development Banking : Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market.

Unit – IV:

New Financial Instruments and Institutions: Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI - New Equity and Debt Instruments - SEBI and RBI guidelines.

Unit – V: Financial sector reforms: Reforms in banking sectors – Reforms in Debt market – reforms in foreign exchange market –Monetary reform- currency reforms – crypto currency regulations.

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

REFERENCES:

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book)
2. Khan M Y., "Indian Financial System", Tata Mc Graw Hill, New Delhi, 2004
3. Srivastava, RM ., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005
4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004
5. Srinivasan NP and Saravanavel, P., "Development Banking in India and Abroad", Kalyani Publications, Ludhiyana, 2001

III SEMESTER MARKETING ELECTIVES

III SEMESTER

CONSUMER BEHAVIOR

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To make the students to understand what consumer behaviour is and the different types of Consumers and the relationship between consumer behavior and customer value, satisfaction, trust and retention
2.	Identify the 4 domains of consumer behavior.
3.	Explain how companies apply consumer behavior concepts when making marketing decisions.

Course Outcomes:

CO1.	Able to explain the basic. Concepts and models of consumer behaviour.
CO2.	Able to analyse the effects of psychological, sociocultural and demographic factors on the consumer decision process with their results.
CO3.	Able to analyse marketing segmentation ,positioning and consumer motivation.
CO4.	Able to explain the consumer purchasing decision process and various models
CO5.	Able to analyse the various consumer perception and personality influencing factors

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

UNIT- I

Introduction to Consumer Behavior: Understanding consumers and market segments, Evolution of consumer behavior, Models of Buyer Behavior, Consumer Black box model – Howard Model, Howard- Sheth Model, Webster and Wind Model.

UNIT- II

Consumer as an individual - Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change.

UNIT- III

Consumer in social context: Social and Cultural Environment, Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family influences.

UNIT- IV

Consumer as decision maker: Consumer decision making process - High and Low Involvement - Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior - Diffusion of innovation - Communication and Consumer Behavior –Designing persuasive communication.

UNIT- V

Consumerism: The roots of consumerism – Consumer safety – consumer privacy – consumer information, legislative responses to consumerism and marketer responses to consumer issues – consumer protection act, 1986 – Central consumer protection council – state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

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

REFERENCES:

1. Leon G. Schiffman, Joseph Wisenblit, S. Ramesh Kumar, Pearson India, 2016
2. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behavior” Text and Cases”, TMH, NewDelhi, 2012.
3. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011
4. David L Loudon and Albert J Della Bitta, “Consumer Behavior” 4/e, TMH, New Delhi, 2002
5. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.

III SEMESTER

RETAIL MARKETING

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	Objective of retail management is creating and developing services and products that meet the specific needs of customers and offering these products at competitive, reasonable prices that will still yield profits.
2.	To focus on the importance of the retailer as an intermediary in the supply chain.
3.	To provide an introduction to the Canadian retail environment with a focus.

Course Outcomes:

CO1.	Understand Retail management significance, decision process and environmental issues in national and global business.
CO2.	Able to analyze retail segments and targets at local and regional level
CO3.	Understand retail store location and layout and retail pricing strategies.
CO4.	Able to understand strategies of CRM and loyalty programmes.
CO5.	Understand international retailing and benefits of going global.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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,
customer- made stores, interactive kiosk 'shopping arcades')

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

REFERENCES

1. Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi.2010
2. Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, Oxford University Press, New Delhi.2009 Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, 3. Tata McGraw-Hill Publishing company, New Delhi, 2008
3. Ron Hasty and James Reardon, RETAIL MANAGEMENT. McGraw-Hill Publication, International Edition. Fernie,
4. PRINCIPLES OF RETAILING, Elsevier Publishing, 2010.

III SEMESTER**CUSTOMER RELATIONSHIP MANAGEMENT**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To provide a conceptual understanding of CRM, its processes, and structure
2.	Explain how to establish customer relationships within the organization.
3.	Outline the process of acquiring and capturing customer data.

Course Outcomes:

CO1.	Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.
CO2.	Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.
CO3.	Implement various technological tools for data mining and also successful implementation of CRM in the Organizations
CO4.	Design Sales force automation, data synchronization and reporting tools.
CO5.	Understand CRM in e-business and measuring CRM effectiveness.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

UNIT – I

Customer Relationship Management Fundamentals: Definition and Significance of CRM – Critical success factors for a winning CRM program – Emergence of CRM practice – CRM Strategy, Stages of relationship – Issues of relationship – CRM cycle – Customer Life Time Value – 7 C's of CRM - Application areas.

UNIT – II

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

UNIT – III

Functional Components of CRM: Database Management in CRM – Relationship data management-Database Construction – Data Warehousing – architecture of Data Warehousing - Data Mining Characteristics – Data Mining tools and techniques – Meaning of Call Centre – Significance and Advantages of Call Centre – Multimedia Contact Centre - Important CRM software for Multimedia Contact Centre

UNIT – IV

Sales Force Automations (SFA): Definition and need of Sales Force Automation – Barriers to successful Sales Force Automation – functionality and technological aspect of Sales Force Automation – data synchronization – flexibility and performance – Impact of CRM on Marketing Channels – Meaning – How does the traditional distribution channel structure support customer relationship – Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base - emerging channel trends that impact CRM

UNIT– V

Trends and Issues in CRM: CRM in e- business (B2B & B2C) – Measuring the Effectiveness of CRM – Factors Influencing the future of CRM – E-CRM in Business – Features of e-CRM – Advantages of e-CRM. The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

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

REFERENCES:

1. V. Kumar Werner Reinartz – Customer Relationship Management - Concept, Strategy, and Tools Third Edition – springer
2. Ed Peelen: “Customer Relationship Management” Pearson, Education
3. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management” Cengage learning
4. S.Shanmuga sundaram: “Customer Relationship Management” Prentice Hall of India.
5. Alok Kumar, Chabbi Sinha & Rakesh Kumar – Customer Relationship Management: Concepts and application – Biztantra, Delhi,2007.
6. H. Peeru Mohammad, A/ Sagadevan – Customer Relationship Management – A step by step approach, Vikas publishing house Pvt. Ltd, Delhi, 2008

III SEMESTER**ADVERTISEMENT AND BRAND MANAGEMENT**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	Expose the students to the dynamism of advertising and brand management and equip them be able to manage the advertising and branding activities in the business scenario.
2.	Identify and understand the various advertising media.
3.	To provide an introduction to the Canadian retail environment with a focus.

Course Outcomes:

CO1.	Able to apply the fundamental concepts of Advertising concepts and strategies.
CO2.	Able to design and develop Advertising campaign and AD copy
CO3.	Understand AD agency and able to choose right agency and also acquaint about brand concepts.
CO4.	Understand brand personality, portfolio and able to develop communication for brand image and enhancement through sponsor ships and event management.
CO5.	Able to identify brand equity and loyalty and able to build Indian brands for global markets.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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.

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

REFERENCE:

1. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
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.

III SEMESTER**ENTREPRENEUR PROJECT -3**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		0	0	2	1	30 M	70 M	3 Hrs.

Course Objectives:

CO1.	.Explore entrepreneur skills and the foundation of entrepreneurship development
CO2.	Proficient in recognizing the many categories of entrepreneurs and the sequential processes involved in an entrepreneurial endeavour.
CO3.	To understand new trends in entrepreneurship.
CO4.	Competent in recognising the quality of entrepreneurship models

II MBA IV SEMESTER

IV SEMESTER

CORPORATE LEGAL FRAMEWORK

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	4	30 M	70 M	3 Hrs.

Course Objectives:

1.	To Develop a comprehensive understanding of the legal framework governing companies
2.	To Analyze and apply company law principles to real-world scenarios

Course Outcomes:

CO1.	To Understand the Significance of Business Laws.
CO2.	To Understand The Sale of Goods Act
CO3.	To Understand The Indian Partnership Act, 1932
CO4.	To Understand the The Consumer Protection Act, 1986
CO5.	To Understand The Companies Act, 1956.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

UNIT- I:

Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essentials elements of a valid contract— performance of a contract—Discharge of a contract—Void agreements- Breach and remedies of a contract.

UNIT-II:

The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale— Sale and Agreement to sell—Conditions and Warranties—Transfer of property Performance of a contract of sale—Unpaid seller- Negotiable instrument act 1881 – Foreign exchange management Act 1999 – Environment Protection Act 1986.

UNIT-III:

The Indian Partnership Act, 1932: Meaning and Essentials of partnership-- Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations of parties to third parties—Dissolution- Elements of Partnership - Types of Partner - Position of Minor as a -Partner - Types of Partnerships - Formation and Registration of Partnership - Relation of Partners to One another - Duties of Partners - Dissolution - Limited Liability Partnership Act, 2008.

Unit-IV:

The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery For redressal of Grievances—Remedies available to injured consumers – Information Technology Act, 2000 – Essential commodities Act, 1995 .

UNIT-V:

The Companies Act, 1956: Nature and Registration—Kinds of Companies—Mode of Incorporation - Memorandum of Association—Article of Association—Kinds of Shares— Powers and duties of Directors—winding up- - Types of Companies in Company Law -Rules of Allotment -Transfer and Transmission of Shares -Statutory Meeting - Annual General Meeting - winding up Transfer and Transmission of Shares.

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

References:

1. N.D.Kapoor—Commercial Law—Sultan chand publishers, New Delhi.
2. S N Maheswaru & Suneed Maheswari—Commercial Laws—Mayoor Paper Backs— NOIDA
3. Satyanarayana – Corporate Company Law Discovery Publishing House, New Delhi
4. Tulisian P.C.—Business Laws—Tata Mc Graswhill Publishing house-New Delhi
5. Kucchal—Business Law—Vikas Publishing House, New Delhi.
6. Avatar Singh—Mercantile Law--EBC—New Delhi.

CR24

IV SEMESTER

SUPPLY CHAIN MANAGEMENT AND ANALYTICS

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	4	30 M	70 M	3 Hrs.

Course Objectives:

1.	To provide foundational knowledge associated with the supply chain analytics
2.	To describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory.
3.	To provide the applications of analytics in supply chain.
4.	To Understand the Importance of basics of business analytics and optimization.
5.	To know the Role of IT in supply chain analytics.

Course Outcomes:

CO1.	Understand the different views of Supply chain and its strategies.
CO2.	Identify various supply chain drivers and analytics in SCM
CO3.	Identify difference between SCM and CRM.
CO4.	Evaluate various channels of Distribution and Network Design in Supply Chain.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

CR24

UNIT - I

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

UNIT – II

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

UNIT – III

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

UNIT- IV

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

UNIT- V

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

References:

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

CR24
IV SEMESTER ELECTIVES
(HUMAN RESOURCE MANAGEMENT)

IV SEMESTER

LABOR WELFARE AND EMPLOYMENT LAWS

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To better life and health to the workers.
2.	To make the workers happy and satisfied.
3.	To relieve workers from industrial fatigue.
4.	To improve intellectual, cultural and material conditions of living of the workers.

Course Outcomes:

CO1.	Understanding various principles and philosophies of labour welfare.
CO2.	Analysing various labour welfare programs.
CO3.	Evaluation of labour legislation in India and remembering various acts regarding labour welfare
CO4.	Analysing various situations regarding industrial dispute

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

CR24

UNIT I:

Labour Welfare: Introduction to Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Classification-Evolution of labour welfare in India- Impact of ILO on labour welfare in India. Welfare Officers 'Role, Status and Function, Signs of poor welfare.

UNIT II:

Labour Legislation: Objectives-Principles-Classification-Evaluation of Labour legislation in India-Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate – Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours - Provisions Relating to Hazardous Processes - Annual Leave with Wages - Special Provisions - Obligations by Employer and Employee - Offences and Penalties.

UNIT III: Wage and Social Security Legislations: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 - Employees' State Insurance Act, 1948, Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Payment of Gratuity Act, 1972, Workmen's Compensation Act 1923 - Maternity Benefit Act 1961.

UNIT IV: Industrial Relations Legislation: Industrial Disputes Act 1947 Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs Wages for Strike and Lock-out Period– Change in Conditions of Service.

UNIT V: Industrial Employment (standing orders) Act 1946: Certification of Draft Standing Orders – Appeals – Date of Operation of Standing Orders – Posting of Standing Orders – Payment of Subsistence Allowance. Trade Unions Act 1926. The New Labor Codes: Code on Wages 2019, industrial relations code 2020, code on social security 2020, occupational safety, health and working conditions code 2020.

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

References:

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

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IV SEMESTER

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To Introduce & review expatriate assignment management.
2.	To Outline differences between domestic & IHRM
3.	To Detail a model that captures these differences
4.	To Discover complexity & increasing challenges to existing IHRM practices and models

Course Outcomes:

CO1.	Understanding the challenges and role of globalization
CO2.	Make the students to remember various staffing policies training and development policies and understanding the legal content Global of HRM.
CO3.	Understanding and analyzing the different models of cross cultural management.
CO4.	Understanding and remembering different methods of compensation management.
CO5	Evaluating the challenges of globalization and new corporate culture.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

CR24

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

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

References:

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

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IV SEMESTER

EMPLOYEE RELATIONS AND WORKPLACE CULTURE

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	Be able to operate disciplinary procedures and grievance procedure
2.	Be able to relate the role of ER to the role of the Managers / Supervisor and Team Leader.
3.	Be able to foster a diverse, equitable and inclusive work environment.
4.	Be able to influence employee relations and work place culture.

Course Outcomes:

CO1.	Understanding the framework of Industrial Relations in India and the factors influencing it.
CO2.	Analyzing the growth and problems of trade unions in India.
CO3.	Able to analyse employee and redressal machinery.
CO4.	To Understand and analyse the industrial disputes and settlements.
CO5	Analyse the importance of employee relations in organisation culture.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

CR24

UNIT I:

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

UNIT II:

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

UNIT III:

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

UNIT IV:

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

UNIT V: Ethics, Diversity and Inclusion in Workplace Culture: Ethical issues in ER, Corporate culture and ethical leadership, Workplace diversity and inclusion, DEI strategies, Role of HR in ethical and inclusive culture building.

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

References

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

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To determine the impact of people on the business and their contribution to value.
2.	To demonstrate that HR practice produce value of money in terms for example of return on investment.
3.	To provide guidance of future HR and business strategies.
4.	To provide data that will inform strategies and practice designed.

Course Outcomes:

CO1.	Understanding various economic theories of human capital
CO2.	Analyzing the accounting aspects and understanding various models of human capital.
CO3.	Understanding various Tools and techniques for evaluation of accounting human capital management.
CO4.	Evaluating the quality of work life at various levels human Resource management.
CO5	Understanding the statutory obligations regarding industrial accidents and safety.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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Unit I

Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

Unit II

Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

Unit III

Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

Unit IV

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers' education objectives - Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits-measurement of Engagement-Empowerment.

Unit V

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents- cost and consequences-causes and prevention of accidents- Industrial safety – statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor.

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

References:

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour.
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.

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1. S. Howard Patterson, Social Aspects of Industry.
2. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.
3. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.
4. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.
5. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
6. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.

IV FINANCE SEMESTER ELECTIVES

IV SEMESTER

CORPORATE STRATEGIC FINANCE

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To orient on various aspects in corporate financial management.
2.	To elaborate on the role of finance manager for making better investment decisions.
3.	To impart knowledge of various aspects in corporate Strategic Investment Decisions.
4.	To discuss in detail the aspects pertaining to corporate Strategic Financing Decisions.

Course Outcomes:

CO1.	Understand financial strategy and control of a company.
CO2.	Learn the relevance of risk and uncertainty in making corporate strategic decisions.
CO3.	Learn various aspects of corporate capital budgeting.
CO4.	Understand the corporate capital structure, dividend policy, financial distress, restructuring.
CO5	Identify the different diversification strategies and mergers and acquisitions

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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Unit-I: Introduction of corporate finance – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

Unit-II: Sources of corporate funding: Governing Regulatory Framework for share capital Debt securities – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

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

Unit-IV: Corporate Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Unit-V: Corporate Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

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

References:

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
5. Satyanarayana, Strategic Financial Management Discovery Publishing House, New Delhi
6. GP Jakarthy, Strategic Financial Management, Vikas, New Delhi
7. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
8. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

IV SEMESTER INTERNATIONAL TRADE AND FINANCE

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To make the students well aware about the formalities associated with International trade
2.	To make the students aware of the documentation of International Trade
3.	To make the students aware of the FOREX Management and Export Promotion Schemes.

Course Outcomes:

CO1.	To Understand the International Trade Finance.
CO2.	To understand and analyse the Export and Import Finance.
CO3.	To Evaluate the Foreign Exchange Markets.
CO4.	To Understand the Export Trade Documents.
CO5.	To understand and analyse Export Promotion Schemes.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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UNIT-I International Trade –Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy.

UNIT-II Export and Import Finance: Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT-III Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting – Law of one price – PPP theory – Interest Rate Parity – Exchange rate Forecasting.

UNIT-IV Export Trade Documents: Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT-V Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

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

REFERENCES

1. Jeevanandam .C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008
2. Sumathi Varma, INTERNATIONAL BUSINESS, Ane, Delhi, 2010

IV SEMESTER**GLOBAL FINANCIAL MANAGEMENT**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To enlighten Nature and Scope of International Finance
2.	To understand Factors responsible for the fast growth of International Finance Function.
3.	To Comparison between the domestic financial Management and International Financial Management.
4.	To enlighten the students with the Concepts and Practical applications of Global Financial Management.

Course Outcomes:

CO1.	Demonstrate basic understanding of foreign exchange market and exchange rates
CO2.	Demonstrate basic understanding of how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
CO3.	Demonstrate basic understanding of the issues pertaining to multinational financing and investment decisions
CO4.	Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2

CO5	2	2	3	2	1	3	2	3	2	2	2
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CR24

Unit I :

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

Unit II :

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

Unit III :

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

Unit IV :

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

Unit V:

International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

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

References:

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

CR24
IV SEMESTER **FINANCIAL DERIVATIVES**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To enlighten the students with the concepts and practical applications of derivatives in the security markets.
2.	To develop an understanding amongst students of financial derivatives and associated regulatory framework.
3.	To have an understanding of the derivative tools such as options, futures and their application to hedging.
4.	To understand the concept of financial swaps
5.	To understand the concept of risk management

Course Outcomes:

CO1.	Identifying the basic types of derivatives: forwards, futures, swaps and options.
CO2.	Identifying main factors affecting the price of the considered instruments and basic techniques leading to no-arbitrage pricing of derivatives with the basic relationships between adjacent instruments.
CO3.	Understanding the methods and principles of the mathematical theory of finance as the foundation for options pricing.
CO4.	Understanding the structure of Swaps and types of Swaps and also gain Knowledge on FRAs

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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Unit - I:

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

Unit –II:

Forward Market: Concept- features of forward contract – classification of forward contracts- forward trading mechanism – determination of forward prices – valuing forward contracts – forward prices vs futures prices- payoff from the forward contracts – foreign currency forwards – pricing currency forward contracts.

Unit - III:

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

Unit - IV:

Options Market: – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options Factors Affecting Options pricing- Put-Call Parity Pricing Relationship - Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V:

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

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

References:

1. Hull C. John, —Options, Futures and Other Derivatives, Pearson Education Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options, Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K. Parameswaran, —Futures Markets: Theory and Practice, Tata-McGraw-Hill Publishing Company Ltd.

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IV MARKETING SEMESTER ELECTIVES

IV SEMESTER GREEN MARKETING

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To make the student understand the concept of Green Marketing and Green Products.
2.	To Avoiding green marketing myopia to increase market share and profit.

Course Outcomes:

CO1.	Understand Green marketing and its importance to the environment from the perspective of consumers and business and able to analyze green consumers motives and buying strategies.
CO2.	Understand the Green spinning, selling, harvesting and other environmental concepts.
CO3.	Analyze various factors that affect purchase decisions and models
CO4.	Describe the current state of the environment resulting from the past and present practices of the human consumption. And exchange of E-waste and its guide lines.
CO5.	Able to know various green marketing initiatives of various Indian firms.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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Unit I – Green Marketing and Green Product : Introduction to green marketing-strategic green planning- environment and consumption- Green Product- Green Behavior- Five shades of green consumers Segmenting consumers- Green consumer's motives-Buying strategies -Green Business Opportunities- Designing green products-eco-design to eco-innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging Contemporary Government policies and subsidies that aids green product development

Unit II – Green Marketing Concepts: Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index

Unit III – Purchase Decision: Meaning of Purchase decision – Factors affecting Purchase decision – Steps in the decision making process - Five stages of consumer buying decision process - Models of buyer decision-making

Unit IV – Environmental consciousness: Introduction of Environment - Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E- waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste

Unit V – Green Marketing Initiatives: Green Firms – HCL's Green Management Policy – IBM's Green Solutions – IndusInd Bank's Solar Powered ATMs – ITC's Paperkraft – Maruti's Green Supply Chain – ONCG's Mokshada Green Crematorium – Reva's Electric Car – Samsung's Eco- friendly handsets- Wipro Infotech's Eco-friendly computer peripherals

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

References:

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017
2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010.
3. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993
4. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2010

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IV SEMESTER

MARKETING RESEARCH

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	By the end of the course, students should be able to Understand the role and importance of marketing research, Design a marketing research study, Collect and analyze primary and secondary data and Use statistical tools to interpret data.
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Course Outcomes:

CO1.	Understand the Marketing Research
CO2.	Understand and Analyse Research Design and data collection methods
CO3.	Able to Measurement Analysis and interpretation.
CO4.	Evaluate the Marketing Research Tools and application
CO5.	Analyse Reporting and Presentation of Research Findings

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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UNIT 1 -

Introduction to Marketing Research: Definition and Scope of Marketing Research, Importance of marketing research in, Business Decision-Making, Marketing Research vs. Market Research, Ethical Issues in Marketing Research.

UNIT 2 -

Research Design and data collection methods: Steps in the Marketing research Process, Types of Research: Exploratory, Descriptive, and Causal, Primary vs. Secondary Data, Qualitative Research Methods (Focus Groups, In-depth Interviews, Ethnography), Quantitative Research Methods (Surveys, Experiments, Observations) application and sample size determination.

UNIT 3 -

Measurement Analysis and interpretation: Types of Scales (Nominal, Ordinal, Interval, Ratio), Reliability and Validity in Measurement, Descriptive and Inferential Statistics, Factor and Cluster Analysis.

Unit 4 -

Marketing Research Tools and application: SPSS, Excel, and Other Analytical Tools, Data Visualization and Dash boarding, AI and Big Data in Marketing Research
Applications of Marketing Research - Consumer Behavior Analysis, Brand Research, Advertising Research, Market Segmentation and Positioning Studies, Product and Pricing Research.

Unit 5 -

Reporting and Presentation of Research Findings: Structuring a Research Report, Effective Data Presentation Techniques, Storytelling with Data.

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

REFERENCES:

1. "Marketing Research: An Applied Orientation" – Naresh K. Malhotra - Prentice Hall, 7th Edition
2. "Essentials of Marketing Research" – William G. Zikmund, Barry J. Babin, Cengage Learning, 6th Edition
3. "Marketing Research" – G.C. Beri - McGraw-Hill Education, 5th Edition, 2013
4. "Marketing Research: Text and Cases" – Rajendra Nargundkar - McGraw-Hill Education, 4th Edition, 2015
5. "Marketing Research" – Naresh Malhotra & Satyabhushan Dash - Pearson Education, 7th Edition (Revised), 2019
6. "Marketing Research" – R. Panneerselvam - PHI Learning, 1st Edition, 2004

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IV SEMESTER **SERVICES MARKETING**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	3	30 M	70 M	3 Hrs.

Course Objectives:

1.	To explain why there is a need for special services marketing discipline; the challenges for services marketing; and how to deal with them.
2.	To acquaint the students with elements of services marketing mix, ways to manage the service delivery process and strategies to effectively implement Services marketing.

Course Outcomes:

CO1.	Understand the Concept of Services and intangible products and knowledge about emerging service environment and service market segmentation and targeting
CO2.	Analyze various service pricing and service promotion strategies.
CO3.	Analyse the role and relevance of Quality in services and visualize future changes in the service industry.
CO4.	Understand service delivery process and managing people for service advantage.
CO5.	Understand marketing of various services.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2	2	2	3	3	2	2
CO2	3	2	2	2	3	2	2	2	2	2	3
CO3	2	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2	3	2	2	2
CO5	2	2	3	2	1	3	2	3	2	2	2

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

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

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

Unit – IV Managing Service Delivery Process: Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.

Unit – V Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.

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

References:

1. Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
2. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education Suggested Readings:
3. Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.
4. Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.
5. Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of Services The Indian Experience, Macmillan India Ltd., 2005

IV SEMESTER SALES AND DISTRIBUTION MANAGEMENT

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		4	0	0	4	30 M	70 M	3 Hrs.

COURSE OBJECTIVES:

1	To provide an understanding about the relevance of marketing communication, promotion activities and management of distribution network.
2	To understand marketing intermediaries and distribution channels.

COURSE OUTCOMES:

CO1	Understand the basic concept of Sales and distribution management.
CO2	Analyse personal selling techniques to promote a product
CO3	Apply various concepts of sales force management.
CO4	Understand various issues related to distribution channels.
CO5	Understand the functionality of logistics and supply chain concepts.

CO-PO/PSO MAPPING:

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3:Substantial, 2: Moderate, 1:Slight)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	2	2	2	2	2	2	2
CO2	3	3	3	1	2	2	2	2	2	2	2
CO3	2	3	3	1	2	2	2	2	2	2	2
CO4	2	3	2	1	2	2	2	3	2	2	2
CO5	1	2	2	2	3	3	3	3	2	2	2

UNIT 1 - Introduction to Sales Management: Meaning of sales - Evolution of Sales Concept – Nature and Role of Selling – Objectives of Sales Management - Integrating Sales and Marketing Management - Environmental Changes Affecting Sales Management – The Sales Organization – Role of a Sales Organization – Basis for Designing a Sales Organization – Types of Sales Force Structure -Sales Culture – Sales Functions & Policies – Role of a sales manager – responsibilities of sales manager.

UNIT 2 - Personal selling: Buyer Seller Dyads – Types of Selling Jobs - Sales Force Objectives and strategies – Theories of Personal Selling – Personal Selling Process - The sales planning process and its importance - Types of Budgets - Methods of Budgeting for Sales Force

UNIT 3 – Assessing Market Potential: Importance of Assessing Market Potential - Analyzing Market Potential – Sales Forecasting Methods – Selecting a Forecasting Methods – definition of sales quota – types of sales quotas – methods of setting sales quotas – sales analysis and audit – compensating sales force – types of compensation plans – designing compensation plans - Determinants of sales force performance - Methods of sales force evaluation

UNIT 4 - Marketing Channels, integration and management: Channel members and their functions - Designing marketing channels - Channel flows and costs –Importance of channel integration – Vertical marketing systems – Types of vertical marketing systems – Horizontal marketing systems - Hybrid channel systems – criteria for selecting channel members – evaluation of channel members – modifying channel arrangements – managing channel relationships - Managing Channel Conflicts

UNIT 5 - Wholesaling & Retailing: Wholesaling and its importance – Types of wholesalers – Strategic issues in wholesaling - Trends shaping wholesale distribution - Challenges in wholesaling - Wholesaling in India –Retailing and its Importance – Evolution of retailing – Classification of retailers - Strategic issues in retailing - Trends in retailing – channel Information system - Ethical and Social Issues in Sales and Distribution Management

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

Reference books

1. Sales and distribution management – Richard R. still, Edward W. Cundiff, Norman A.P Govoni and Sandeep Puri – Pearson publications.
2. Sales and distribution management – Krishna K Havaladar and Vasant Calvale – Mc Graw hill – 3rd edition
3. Sales and distribution management – Tapan K. Panda, Sunil Sahadev – Oxford Higher Education
4. Sales and distribution management – K. Shridhara Bhat – Himalaya Publishing House

IV SEMESTER**MAIN PROJECT SUBMISSION AND VIVA -VOCE**

Course Code	Category	Lecture	Tutorial	Practical	Credits	C.I.E.	S.E.E.	Exam Duration
		0	0	8	4	30 M	70 M	3 Hrs.

Course Objectives:

CO1.	.Explore entrepreneur skills and the foundation of entrepreneurship development
CO2.	Proficient in recognizing the many categories of entrepreneurs and the sequential processes involved in an entrepreneurial endeavour.
CO3.	To understand new trends in entrepreneurship.
CO4.	Competent in recognising the quality of entrepreneurship models