

## BASIC STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION (AU24 Regulations)

### Semester I (First year)

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	C
1	PCC	24EMBA11T	Management Perspectives and Organizational Behaviour	3	0	0	3
2	PCC	24EMBA12T	Business & Legal Environment	3	0	0	3
3	PCC	24EMBA13T	Economic analysis for Business Decisions	3	0	0	3
4	PCC	24EMBA14T	Design Thinking and Start-up Management	3	0	0	3
5	PCC	24EMBA15T	Accounting for Managers	3	1	0	4
6	BSC	24EMAT11T	Business Statistics for Managers	3	1	0	4
7	HSC	24EENG11T	Managerial Communication	3	0	0	3
<b>Lab Courses</b>							
8	PCC	24EMBA16P	Career Development – I	0	0	3	1.5
9	FC	24EMBA17L	Information Technology for Managers - Lab	0	0	3	1.5
10	AU	24EMBA18T	Human Values and Business Ethics	2	0	0	0
<b>Total credits</b>							<b>26</b>

Category	Credits
Management Professional Courses	17.5
Basic Science Courses	04
Humanities Courses	03
Computer Application	1.5
<b>Total Credits</b>	<b>26</b>

### Semester II (First-year)

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	C
1	PCC	24EMBA21T	Human Resource Management	3	0	0	3
2	PCC	24EMBA22T	Financial Management	3	1	0	4
3	PCC	24EMBA23T	Marketing Management	3	0	0	3
4	PCC	24EMBA24T	Production and Operations Management	3	0	0	3
5	PCC	24EMBA25T	Business Research Methodology	3	0	2	4
6	PCC	24EMBA26T	Management Information System	3	0	0	3
7	BSC	24EMAT21T	Optimization Techniques	3	1	0	4
<b>Lab Courses</b>							
8	PCC	24EMBA27P	Career Development – II	0	0	3	1.5
9	HSC	24EENG21L	Business Communication –Lab	0	0	3	1.5
10	PCC	24EMBA28P	Internship	0	0	8 Weeks	2
11	AU	24EMBA29T	Technical writing and Intellectual property Rights	2	0	0	0
<b>Total credits</b>							<b>29</b>

Category	Credits
Management Professional Courses	23.5
Basic Science Courses	04
Humanities and Social Sciences	1.5
Computer Application	00
<b>Total Credits</b>	<b>29</b>

## BASIC STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION (AU24 Regulations)

### Semester III (Second year)

SNo.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	
1	PCC	24EMBA31T	Business Analytics	3	0	0	3
2	PCC	24EMBA32T	Green Business Management	3	0	0	3
3	PCC	24EMBA33T	Strategic Management	3	0	0	3
4	PEC-I	Four electives to be chosen by the students from any Two domains (Two from each Domain) from Finance, Marketing, Human Resource Management and Business Analytics		3	0	0	3
5	PEC-II			3	0	0	3
6	PEC-III			3	0	0	3
7	PEC-IV			3	0	0	3
8	Seminar	24EMBA34P	Seminar	0	0	3	1.5
9	PCC	24EMBA35L	Business Analytics Lab			3	1.5
10	PCC		MOOCS			12 Weeks	3
<b>Total credits</b>							<b>27</b>

Category	Credits
Professional Core Courses	10.5
Professional Elective Courses	12
Seminar	1.5
MOOC's	3
<b>Total Credits</b>	<b>27</b>

### Semester IV (Second year)

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	
1	PCC	24EMBA41T	Industry 4.0 and Innovation	3	0	0	3
2	PCC	24EMBA42T	Corporate Social Responsibility	3	0	0	3
3	PEC-V	Two electives to be chosen by the students from any Two domains (One from each Domain) from Finance, Marketing, Human Resource Management and Business Analytics.		3	0	0	3
4	PEC-VI			3	0	0	3
5	Project	24EMBA43P	Comprehensive Project Work	0	0	0	8
<b>Total credits</b>							<b>20</b>

Category	Credits
Professional Core Courses	06
Professional Elective Courses	06
Project	8
<b>Total Credits</b>	<b>20</b>

### FUNCTIONAL ELECTIVES

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	C
BUSINESS ANALYTICS							
1	PEC	24EMBA3AT	Marketing Analytics	3	0	0	3
2	PEC	24EMBA3BT	Financial Analytics	3	0	0	3
3	PEC	24EMBA3CT	Human Resource Analytics	3	0	0	3
4	PEC	24EMBA3DT	Supply Chain Analytics	3	0	0	3
5	PEC	24EMBA3ET	Data Visualization for Managers	3	0	0	3
6	PEC	24EMBA3FT	Data Science using R	3	0	0	3
7	PEC	24EMBA4AT	Web Analytics	3	0	0	3
8	PEC	24EMBA4BT	Predictive Modelling (Using R/Python)	3	0	0	3
9	PEC	24EMBA4CT	Text Analytics	3	0	0	3
10	PEC	24EMBA4DT	Business Data Mining				
FINANCE							
1	PEC	24EMBA3GT	Investment and Portfolio Management	3	0	0	3
2	PEC	24EMBA3HT	Financial Institutions, Markets and Services	3	0	0	3
3	PEC	24EMBA3IT	Project Appraisal and Finance	3	0	0	3
4	PEC	24EMBA3JT	Financial Technology (Fin Tech)	3	0	0	3
5	PEC	24EMBA3KT	Behavioral Finance	3	0	0	3
6	PEC	24EMBA3LT	Financial Derivatives	3	0	0	3
7	PEC	24EMBA4ET	Mergers, Acquisitions and corporate Valuation	3	0	0	3
8	PEC	24EMBA4FT	Strategic Financial Management	3	0	0	3
9	PEC	24EMBA4GT	Corporate Tax Planning	3	0	0	3
10	PEC	24EMBA4HT	International Finance				
MARKETING MANAGEMENT							
1	PEC	24EMBA3MT	Logistics and Supply Chain Management	3	0	0	3
2	PEC	24EMBA3NT	Consumer Behavior	3	0	0	3
3	PEC	24EMBA3OT	B2B Marketing	3	0	0	3
4	PEC	24EMBA3PT	Sustainable Marketing	3	0	0	3
5	PEC	24EMBA3QT	Social media and Digital Marketing	3	0	0	3
6	PEC	24EMBA3RT	Strategic Brand Management	3	0	0	3
7	PEC	24EMBA4IT	Integrated Marketing Communication	3	0	0	3
8	PEC	24EMBA4JT	Market Research	3	0	0	3
9	PEC	24EMBA4KT	Retail Marketing	3	0	0	3
10	PEC	24EMBA4LT	Services Marketing				
Human Resource Management							
1	PEC	24EMBA3ST	Employee Performance Management	3	0	0	3
2	PEC	24EMBA3TT	Sustainable HRM	3	0	0	3
3	PEC	24EMBA3UT	Leadership and Team Dynamics	3	0	0	3
4	PEC	24EMBA3VT	Learning and Development	3	0	0	3
5	PEC	24EMBA3WT	Cross-cultural Management	3	0	0	3
6	PEC	24EMBA3XT	Global Human Resource Management	3	0	0	3
7	PEC	24EMBA4MT	Compensation and Benefits Management	3	0	0	3
8	PEC	24EMBA4NT	Industrial Psychology	3	0	0	3
9	PEC	24EMBA4OT	Talent Management	3	0	0	3
10	PEC	24EMBA4PT	Industrial Relations and Labor Laws	3	0	0	3

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** MANAGEMENT PRESPECTIVES AND ORGANIZATION BEHAVIOUR  
**Category** PCC  
**Course Code** 24EMBA11T

**Year** I MBA.  
**Semester** I Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To summarize the evolution, functions and the social responsibility of management.
- To understand the basic functions of Management and Organizational structure.
- To comprehend the basic concepts of Organizational Behavior.
- To understand how individual and groups have impact on the organizational behavior.
- To summarize the importance of controlling and culture in the present changing business organizations.

## Unit 1 MANAGEMENT 12

Definition and Significance – Evolution of Management Thought – Management Functions – Levels of Management – Managerial Roles and Skills – Social Responsibility of Management.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the functions and responsibilities of Managers. (L2)
- Summarize the importance of Social Responsibility of Management. (L2)

## Unit 2 FUNCTIONS OF MANAGEMENT 12

Nature and Purpose of Planning – Types of Plans – Steps in Planning- Decision Making – Definition and Types- Decision Making Conditions and Styles – Decision Making Process – Organizing & Organizations Structure - Definitions – Organizing Concepts – Work Specialization - Chain of Command - Line & Staff Authority - Delegation of Authority – Span of Control – Centralization & Decentralization – Organization Structure.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand planning, decision making and managerial jobs. (L2)
- Understand the importance of organization structure in management. (L2)

## Unit 3 INDIVIDUAL BEHAVIOUR 12

Concept, Nature and scope; Understanding Human Behavior; Personality; Traits and types; Perception: Factors and process, Learning – Theories and applications in organizations, Motivation – Concept, Nature and process, Theories of Motivation: Maslow's theory; Hertzberg two factors theory and Mc Gregory's theory "X" and "Y".

Learning Outcomes: At the end of the unit, the student will be able to:

- Comprehend different types of personalities and perceive various types of behaviors in the organization. (L2)
- Apply various Theories of motivation and models of organizations in the workplace. (L3)

## Unit 4 GROUP FOUNDATIONS AND LEADERSHIP 12

Concept of Group and Team – Differences Between Groups and Teams – Stages of Group Development – Group Properties – Group Decision Making - Types of Teams – Creating Effective Teams – Concepts & Views of Conflicts – Conflicts Process- Leadership: Theories of Leadership – Transformational Leadership.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize different types of groups and teams and their role in achieving organizational goals effectively and efficiently. (L2)
- Apply the Theories of Leadership in enhancing Organization Behavior. (L3)

**Unit 5 CONTROLLING AND ORGANISATIONAL DYNAMICS****10**

Concepts of Control – Controlling Methods and Techniques – Basic Control Process – Concept and Importance of Organizational Culture – Concept of Organizational Change & Resistance to Change.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the reasons for Resistance to Change in the organization. (L2)
- Comprehend the strategies for planned change in the organization. (L2)

**Prescribed Textbooks:**

1. Robbins S.P, Management PHI.
2. Robbins S.P, Organizational Behaviour, PHI.

**Reference Books:**

1. K Aswathappa Organization Behavior , HPH
2. Stoner. J., Freeman, Management, PHI
3. Luthans F., Organizational Behavior, TMH.
4. Koontz, Weirich, Management, TMH.
5. Griffin & Moorhead, Organizational Behavior.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Describe the roles, skills and functions of management.
2. Comprehend various Plans, Decisions and Organizational structure.
3. Analyze different aspects related to individual behavior.
4. Explain different concepts of Groups, Teams and Leadership in the Organization.
5. Summarize about different concepts of controlling and change in the Organization.

Blooms Level of Learning

L2  
L2  
L4  
L2  
L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA11T.1	3	1	2	-	1	2	3	-
24EMBA11T.2	2	2	2	2	1	2	1	2
24EMBA11T.3	2	1	1	-	2	-	-	1
24EMBA11T.4	1	2	2	2	2	2	1	1
24EMBA11T.5	1	1	-	-	1	1	-	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** BUSINESS AND LEGAL ENVIRONMENT  
**Category** PCC  
**Course Code** 24EMBA12T

**Year** I MBA.  
**Semester** I Semester  
**Branch** MBA

**Lecture Hours**  
3

**Tutorial Hours**  
0

**Practice Hours**  
0

**Credits**  
3

## Course Objectives:

- To understand the various components of business environment, five years planning and NITI Aayog. .
- To summarize the role of economic policies in business.
- To comprehend Indian contract Act and its implementation in business agreements.
- To understand the company laws related to incorporation and managing of a company.
- To summarize about IT Act and GST Act.

## Unit 1 OVERVIEW OF BUSINESS ENVIRONMENT 10

Meaning of Business, Business Environment – Definition, Nature and importance. Components of BE, Industrial Policy 1991, Liberalization, Privatization and Globalization (LPG), Five Year Planning, NITI Aayog – responsibilities and functions.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the components and significance of business environment (L2)
- Summarize the impact of LPG on business environment (L2)

## Unit 2 ECONOMIC POLICIES 12

Monetary Policy, Demand for Supply of Money – Objectives of Monetary Policy and Credit Policy, Recent trends, Role of Finance Commission – Fiscal Policy – Public Revenues, Public Expenditure, Public Debt, Development Activities financed by Public Expenditure – Role of WTO, Role of RBI.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand different economic policies and its utilization in business (L2)
- Explain the impact of economic policies on business operations (L2)

## Unit 3 INDIAN CONTRACT ACT - 1872 14

Sources of business law – Law of contract Act 1872 meaning, essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract, free consent, Legality of object.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the importance of Indian Contract Act in business transactions. (L2)
- Summarize about free consent and Legality of object (L2)

## Unit 4 COMPANIES ACT 10

Meaning of Company – Kinds of Companies – Documents required for incorporation of company – Appointment of Directors – Powers and duties of directors – Role of Auditors– Company Meetings – resolutions – Modes of winding-up of a company.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand different types of companies and its formation, incorporation of a company. (L2)
- Describe about Directors and winding-up of a company. (L2)

**Unit 5 INFORMATION TECHNOLOGY ACT AND GST ACT****12**

Scope and Applications of IT Act 2000 – Digital Signature – E-governance – Penalties and Adjudication – Cyber Regulations Appellate Tribunals Duties of Subscribers – GST Act 2017.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the scope and application of IT Act (L2)
- Summarize cybercrimes and GST Act (L2)

**Prescribed Textbooks:**

1. Legal aspects of Business, Rajdeep Banerjee, Joyeeta Banerjee, Sage Publications, 1<sup>st</sup> edition, 2022.
2. Business Environment, Text and cases, Francis cherunilam, Himalaya Publications, 13<sup>th</sup> edition, 2022.
3. Legal aspects of Business, Akhileshwar Patha, TMH, 7<sup>th</sup> edition, 2019.
4. Business legislation for management, MC Kuchhal Vivek Kuchhal, Vikas Publishing House, 5<sup>th</sup> edition, 2018.

**Reference Books:**

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. Mercantile Law, N.D. Kapoor, Sultan Chand & Sons
4. Business Law, Mathur, Tata McGraw-Hill.
5. Legal Aspects of Business, Ravinder Kumar, Cengage.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Describe the linkage between Business and Internal, External factors   | L2 |
| 2. Explain various business policies and its utilization in business  | L2 |
| 3. Evaluate various sources of business law and various concepts related to law of contract                           | L5 |
| 4. Summarize different types of companies and its formation, incorporation of a company and winding up of the company | L2 |
| 5. Explain the importance of Cyber Law and GST Act.   | L2 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA12T.1	1	1	-	1	-	3	1	1
24EMBA12T.2	2	1	1	1	1	2	2	1
24EMBA12T.3	2	1	-	1	1	1	-	1
24EMBA12T.4	1	1	1	2	1	-	1	-
24EMBA12T.5	2	1	1	3	-	3	1	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** ECONOMIC ANALYSIS FOR BUSINESS DECISIONS  
**Category** PCC  
**Course Code** 24EMBA13T

**Year** I MBA.  
**Semester** I Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the principles of Micro-economics and use them in Managerial decision making.
- To analyze the determinants of demand and evaluate the various factors influencing demand.
- To explore production function and its relationship with inputs, outputs and costs.
- To examine the different market structures.
- To summarize National income, components of GDP, Fiscal and Monetary policies in managing Business cycle.

## Unit 1 INTRODUCTION 10

Nature and Scope of Managerial Economics Managerial Economist's Role and Responsibilities-ME and Decision making, Economic concepts and Principles – Objectives of the Firm – Traditional Theory – Sales and Revenue Maximizing Theories – Managerial Theories and Behavioral Theories – Profit Maximization Vs Wealth Maximization.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic concepts of managerial economics. (L2)
- Understand the objectives of firms. (L2)
- Understand the economic goals of the firms and optimal decision making. (L2)

## Unit 2 DEMAND ANALYSIS 10

Demand-Meaning – Determinations of Demand – Demand Function – Law of Demand – Elasticity of Demand – Price, Income, Cross and Promotional or Advertising Elasticity of Demand – Managerial Uses of Elasticity of Demand – Demand Forecasting – Demand Forecasting Methods for Existing and New Products.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the determinants of elasticity. (L2)
- Apply the concepts of price, income, cross and advertising elasticity. (L3)
- Understand the different ways to forecast demand (L2)

## Unit 3 PRODUCTION ANALYSIS 10

Production Function – Law of Variable Proportions – Iso-quant and Iso-costs Curves – Least Cost Combination and Returns to Scale – Economies of Large Scale – Cobb-Douglas Production Function and Constant Elasticity of Substitution.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the production function. (L2)
- Apply cost analysis in taking decision's related to production output and pricing strategies. (L3)

## Unit 4 MARKET ANALYSIS 12

Price and Output Determination under Perfect and Imperfect Competition – Profit: Meaning and Profit Theories – Profit Planning – Measurement. Pricing Practices: Methods of Price determination, Pricing of Multiples products; Price Discrimination; International Price Discrimination and dumping; Transfer Pricing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Compare and contrast four basic market types. (L3)



- Analyze pricing strategies in various market structures on firm behavior and performance. (L4)

## Unit 5 NATIONAL INCOME AND BUSINESS CYCLE

10

National Income: An Indicator of Economic Activity, the Parameters that Influence Level of Economic Activity – Business Cycle: Characteristics, Phases of Business Cycle – General Factors causing Swings in Business Activity – III Effects of Business Cycle – Measures to Control Business Cycle – Government New Economic Policy, Economic Integrated and Preferential Trading Arrangement, International Trade Policy. Policy for Controlling Inflation and Recession

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze Government policies and regulations affecting Business operations. (L4)
- Understand the various Phases of Business Cycle and its impacts. (L2)

### Prescribed Textbooks:

- Economics for Managers, Hirschey, Thomson, 2007.
- Gupta: Managerial Economics TMH 2009.

### Reference Books:

- Managerial Economics, 4th Edition, Craig Peterson.
- Managerial Economics—A Problem Solving Approach, Froeb: Thomson, 2007.
- Managerial Economics Analysis, Problems, Cases, Mehta P.L., Sultan Chand and Sons, New Delhi, 2001.
- Managerial Economics, Pearson Education, James Pappas and Engene Brigham: New Delhi, 2006.
- Managerial Economics, Suma Damodaran, Oxford, 2007.
- Management accounting, M.E. Thukaram Rao, New Age International Publishers, New Delhi.
- Cost Accounting Principles and Practices, S P Jain & K L Narang 17th Revised Edition, Kalyani Publishers.

### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

- Explain the basic managerial economic concepts and the relationship of Managerial Economics with other functional areas.
- Comprehend about Demand analysis, Elasticity of Demand and Demand Forecasting.
- Explain about different concepts involved in Production Analysis.
- Apply Market Analysis in the Present Market.
- Summarize about Business cycles, Government policies to control Recession.

L2  
L2  
L2  
L3  
L2

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA13T.1	2	3	-	1	1	-	-	-
24EMBA13T.2	3	2	1	2	2	-	-	1
24EMBA13T.3	2	2	2	-	-	1	-	1
24EMBA13T.4	3	2	1	2	1	2	1	1
24EMBA13T.5	2	1	2	1	1	2	-	1

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EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** DESIGN THINKING AND START-UP MANAGEMENT  
**Category** PCC  
**Course Code** 24EMBA14T

**Year** I MBA  
**Semester** I Semester  
**Branch** MBA

**Lecture Hours**

3

**Tutorial Hours**

0

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- To summarize the basic concepts of Design Thinking.
- To Impart the Basic Knowledge about Empathy and Decision Making.
- To Familiarize with the Various ideation Techniques and Creativity
- To summarize the basics of Prototyping and Business Modelling.
- To Develop Knowledge about Reflective thinking

## Unit 1 INTRODUCTION TO DESIGN THINKING 10

Open Mindedness; Developing Design Thinking Mindset; Principles of Design Thinking; Primer on Design Thinking; SWOC Analysis for Self-Awareness, Design thinking process.

Definition and Components of Empathy; Interrelatedness of Components; Steps in Empathy Process; Assessment tools; Roots of Empathy (case study); Decision Making Process.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Importance of Open-mindedness and Foster Open Minded Environment in Design Thinking (L2)
- Apply SWOC Analysis for Self-Development. (L3)
- Understand Empathy and its role in Design Thinking. (L2)

## Unit 2 IDEATION TECHNIQUES 12

Innovation and Creativity: Ideation Techniques-Roleplay; Brainstorming; pooling Ideas-Idea Clustering; Prioritizing Ideas; Evaluation of Ideas: Pros and cons; Criteria for Idea Ranking; Analysing; synthesizing and Integrating the Ideas. Mind- mapping the Experiences, Flaring & Focus; Introduction to “Yes but – “Yes and”, Impact of Visuals; Exploring Resources, Timeline, Lessons from Creative Business Legends: CEOs of Alibaba, Facebook, Apple, Microsoft, Space-X etc.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the Various Idea Generation Techniques. (L2)
- Explain the Various aspects related to Creativity. (L2)

## Unit 3 FOUNDATION AND BASICS OF STARTUPS 12

Concept of Entrepreneur and Entrepreneurship -Types, Functions, Qualities and Competencies of an Entrepreneur – Entrepreneurial Process, Strategies – Role of Entrepreneurs in Economic Development.

Startup meaning and Definition – Features – Startups Types – Challenges for Startups – Startups Idea generation – The rise of Startup Economy – The Six Forces of Change – The Startup Equation. Feasibility Analysis: Financial and Economic.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the Concept, functions and Competencies of Entrepreneur. (L2)
- Describe the Entrepreneurial Process and Strategies. (L2)

#### Unit 4 **BUSINESS PLAN AND FEASIBILITY ANALYSIS** 14

Business plan and its Concepts – Financial plan, Market plan, Operational plan, Funding plan, Feasibility Analysis – Technical Feasibility, Market Feasibility, Financial Feasibility Environmental Feasibility, Economic Feasibility - Stages of Growth in a New Venture - Reasons for New Venture failures.

Learning Outcomes: At the end of the unit, the student will be able to:

- Discuss Startup Idea generation in various fields (L2)
- Comprehend forces of changes in Startup Equation (L2)
- Enlighten various feasibility of startups (L3)

#### Unit 5 **INCUBATION SUPPORT AND GOVERNMENT INITIATIVES FOR STARTUPS** 12

Introduction – Meaning and Definition of Incubation Support – objectives, Functions of Incubation Centers, Incentives for incubators, Government initiatives – Seed Fund – Venture Capital – Self Employment and Talent Utilization – Mudra Scheme (Sishu, Kishore & Tarun).

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Concepts of Incubation Centres (L1)
- Describe the Government support and Schemes for Initiatives (L2)

#### Prescribed Textbooks:

1. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Tim Brown, Harper Business, 2009.
2. The Design of Business: Why Design Thinking is the Next Competitive Advantage, Roger. Martin, Harvard Business Review Press; Third Edition, 2009
3. “Design Thinking a Practical Approach” proprietary material-2018, Standard tool kit
4. The Dynamics of Entrepreneurial Development & Management, Vasanth Desai, Himalaya.

#### Reference Books:

1. “Fourth Eye” by Pradeep Khandwala.
2. “Action Research” by Eileen Ferrance,” Themes in Education” Northeast and Islands Regional Education Laboratory Brown University.
3. “Introduction to Life Skills Education”- NCERT Training Package
4. “Make Space”-How to Set the Stage for Creative Collaboration Scott Doorley .

#### Course Outcomes:

At the end of the course, the student will be able to

1. Understand the basic concepts of Design Thinking and Self Awareness.
2. Explain different Ideation Techniques and Creativity
3. Explain the role, qualities, competencies and types of Entrepreneurs
4. Apply key concepts of startups, identify challenges and generate innovative ideas
5. Evaluate the different sources of capital for startups

Blooms Level of Learning

L2  
L2  
L2  
L3  
L2

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA14T.1	2	2	1	-	1	2	-	2
24EMBA14T.2	2	2	2	1	-	1	-	2
24EMBA14T.3	2	2	-	-	1	2	-	2
24EMBA14T.4	2	2	1	-	1	3	-	2
24EMBA14T.5	3	2	1	-	-	3	-	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

Title of the Course ACCOUNTING FOR MANAGERS  
Category PCC  
Course Code 24EMBA15T

Year I MBA  
Semester I Semester  
Branch MBA

Lecture Hours  
3

Tutorial Hours  
1

Practice Hours  
0

Credits  
4

## Course Objectives:

- To comprehend the accounting objectives, branches of Accounting
- To develop skills recording in financial transactions
- To apply depreciation and inventory valuation methods.
- To analyze and interpret Financial Statements for Decision Making
- To apply Financial Ratios for Decision Making

## Unit 1 INTRODUCTION TO ACCOUNTING 12

Meaning and Definition of Accounting –importance – objectives –Branches of Accounting –Accounting concepts and conventions – uses and users of accounting information – Accounting Standards (issued by ICAI)

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand Accounting concepts and Conventions (L2)
- Apply Accounting Standard issued by ICAI .in the Preparation of Financial statements (L3)

## Unit 2 ACCOUNTING PROCESS 12

Overview –Double entry system –Types of Accounts - Golden Principles of Accounts — Journal- —subsidiary books – Ledger- Trail Balance – Final Accounts- Trading, Profit and Loss –Account – Balance with simple adjustments (Theory simple Problems)

Learning Outcomes: At the end of the unit, the student will be able to:

- Accurately record financial transactions in journal, subsidiary books and Ledger. (L3)
- Construct a Trial balance and Final Accounts with simple adjustments. (L4)

## Unit 3 VALUATION OF ASSETS 16

Depreciation Accounting – Concept- Causes – Methods of Depreciation-- - Straight line – Written down value – Annuity Method- **Inventory Valuation Methods** – Meaning –Objectives – Valuation techniques- LIFO-FIFO-Simple Average –Weighted Average

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the methods of depreciation and the causes that necessitate depreciation (L2)
- Apply inventory valuation techniques to determine the value of inventory. (L3)

## Unit 4 ANALYSIS OF FINANCIAL STATEMENTS 12

Financial Statements –Objectives –significance – limitations – tools and techniques – comparative statement – common size - Trend – Cash flow statement (AS3).

Learning Outcomes: At the end of the unit, the student will be able to:

- Evaluate the limitations of Financial Statements in Financial analysis (L5)
- Prepare cash flow statements According to AS3 (L3)

**Unit 5 RATIO ANALYSIS****10**

Meaning and Definition – significance – limitations- Classification of Ratios- Liquidity- Profitability – solvency – Turnover- Du Pont chart.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply Financial ratios to Assess Financial Health. (L3)
- Analyze Financial Performance using Du-Pont chart. (L2)

**Prescribed Textbooks:**

1. Financial Accounting, Dr. S.N. Maheshwari and Dr. S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2023
2. Accounting for Management, N P Srinivasan & M Sakthivel Murugan, 5<sup>th</sup> edition ,2022, S Chand & Company Ltd, New Delhi

**Reference Books:**

1. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI,2019.
2. Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education-2019
3. Financial Accounting Theory and Analysis: Text and Cases, Richard G. Schroeder, Myrtle Clark, Jack M. Cathey, John Wiley and Sons, 2010
4. Accounting and Financial Management, T.S. Reddy & Y. Hari Prasad Reddy, Margam Publications
5. Accounting for Managers, M E Tukaram Rao, New Age International Publishers

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

1. Explain the significance of accounting. in business decision making
2. Evaluate for Financial statements for Accuracy, and consistency and relevance in financial decision making
3. Critically analyze the effects of different depreciation methods and inventory valuation
4. Analyze Financial statements using various techniques
5. Accurately Classify financial ratios into key categories

L2

L5

L4

L4

L3

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA15T.1	2	2	1	2	2	2	1	1
24EMBA15T .2	2	3	1	2	1	2	1	1
24EMBA15T .3	1	2	1	1	1	-	-	1
24EMBA15T .4	3	2	2	1	2	1	-	1
24EMBA15T .5	2	2	2	1	2	1	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** BUSINESS STATISTICS FOR MANAGERS  
**Category** BSC  
**Course Code** 24EMAT11T

**Year** I MBA  
**Semester** I Semester  
**Branch** MBA

**Lecture Hours**  
3

**Tutorial Hours**  
1

**Practice Hours**  
0

**Credits**  
4

## Course Objectives:

- To understand several important concepts of origin and growth of basic statistics.
- To understand the concepts of tabulation, diagrammatic and graphical representation of data.
- To get the knowledge on the concepts of measures of central tendency and dispersion.
- To get the knowledge on the concepts of correlation and regression analysis.
- To get the knowledge on the concepts of time series analysis.

## Unit 1 INTRODUCTION TO STATISTICS 9

Statistics: Definition, Origin and Growth, Functions, Applications and Limitations – Classification of Data: Types of Classification.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the functions and applications of statistics. (L2)
- Understand different types of classifications. (L2)

## Unit 2 TABULATION OF DATA 12

Role and General Rules of Tabulation, Types of Tables – Diagrammatic and Graphical Representation of Data: Types of Diagrams, Graphs, Graphs of frequency distribution.

Learning Outcomes: At the end of the unit, the student will be able to:

- Sketch the tables. (L3)
- Explain the uses of Diagrammatic and Graphical Representation of the data. (L3)

## Unit 3 MEASURES OF CENTRAL TENDENCY AND DISPERSION 13

Characteristics of a Good Measure of Central Tendency – Types of Averages: Mean, Median, Mode and Its Applications, Range – Quartile Deviation – Mean Deviation – Variance – Standard Deviation – Coefficient of Variation and its Applications.

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify the measures of Central tendency. (L2)
- Examining range, quartile deviation, mean deviation, variance and standard deviation. (L3)

## Unit 4 CORRELATION AND REGRESSION ANALYSIS 13

Definition – Types – Methods – Scatter diagram – Positive and Negative Correlation – Limits for Coefficient of Correlation – Karl Pearson's Coefficient of Correlation – Spearman's Rank Correlation – Concept of Multiple and Partial Correlation – Least Square Fit of a Linear Regression – Two Lines of Regression – Properties of Regression Coefficients.

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify correlation between given variables. (L2)
- Articulates dependent and independent variables. (L3)

**Unit 5 TIME SERIES ANALYSIS****12**

Components – Models of Time Series: Additive, Multiplicative and Mixed models – Trend Analysis: Free Hand Curve, Semi Averages, Moving Averages, Least Square Methods.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the models of tie series. (L2)
- Calculate the future trend values. (L4)

**Prescribed Textbooks:**

1. Statistical Methods, Gupta S.P., S. Chand. 2008 (42 Revised Edition).
2. Business Statistics, Gupta S.C & Indra Gupta, Himalaya Publishing House, Mumbai.

**Reference Books:**

1. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 2008.
2. Statistics for Management, Lerin, Pearson Company, New Delhi.
3. Business Statistics for Contemporary Decision Making, Black Ken, New Age Publishers, New Delhi.
4. Statistics for Business and Economics, Anderson, Sweeney, William, 9/e, Thomson Publishers, 2007.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Describe the definition of statistics, functions and the applications of statistics.
2. Apply the different rules related to tabulation and graphical representation of data.
3. Analyze about the measurement made through measure of central tendency and dispersion.
4. Analyze the relationship between the variables by using correlation and regression analysis.
5. Summarize the concepts of time series analysis and its applications.

Blooms Level of Learning

L2  
L3  
L4  
L4  
L4

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMAT11T.1	2	2	-	-	1	1	-	1
24EMAT11T.2	2	2	1	1	1	1	-	1
24EMAT11T.3	3	3	-	1	-	1	-	1
24EMAT11T.4	3	3	-	-	-	1	1	1
24EMAT11T.5	3	3	1	-	1	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course**     MANAGERIAL COMMUNICATION  
**Category**                HSC  
**Course Code**            24EENG11T

**Year**                    I MBA  
**Semester**            I Semester  
**Branch**                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To explain the basics of managerial communication.
- To demonstrate effective business writing by explaining and drafting various types of letters.
- To describe the role of non-verbal cues and demonstrate effective listening techniques.
- To explain the structure of reports and describe how to write different types.
- To demonstrate meeting procedures, explain agenda preparation, and describe negotiation skills.

## Unit 1                    INTRODUCTION TO MANAGERIAL COMMUNICATION                    8

Communication – Meaning and Significance of Managerial Communication – Types of Communication – Communication Process – Communication Barriers – Principles of Effective Communication.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the meaning, significance, and types of communication (L2)
- Apply the principles of effective communication to identify and address communication barriers (L3)

## Unit 2                    BUSINESS WRITING SKILLS                    10

Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, enquiries, customers' complaints, collection letters – Sales promotion letters, Application letters

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the norms and formats for writing various types of business letters. (L2)
- Understand the appropriate approaches for drafting personalized letters for different business situations. (L2)

## Unit 3                    NON-VERBAL COMMUNICATION                    10

Non-verbal communication – Personal Appearance Posture – Body Language – Use of Charts, Diagrams & Tables – Visual & Audio-Visual Aids for communication – Dyadic communication: Face to Face Communication – Telephonic Conversation. Listening: Meaning, Importance, Types of listening, Tips for effective listening, Barriers for listening

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the importance of non-verbal cues and their impact on effective communication. (L2)
- Summarize the effective listening techniques and use non-verbal communication strategies during face-to-face and telephonic conversations. (L2)

## Unit 4                    BUSINESS REPORT WRITING                    8

Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports, Technical Reports – Norms for including Exhibits & Appendices.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the differences between various types of reports, including long, short, formal, and informal reports. (L2)
- Comprehend the structure and essential components of research and technical reports, including the proper use of exhibits and appendices. (L2)



**Unit 5 PROFESSIONAL & EMPLOYMENT COMMUNICATION****12**

Conducting Meetings: Procedure – Preparing agenda, Minutes and Resolutions – Conducting Seminars & Conferences: Procedure of Regulating Speech Evaluating Oral Presentation – Group Discussion: Drafting Speech – Negotiation Skills.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the procedures for conducting meetings, seminars, and conferences, including preparing agendas, drafting speeches, and evaluating oral presentations. (L2)
- Demonstrate effective negotiation skills and group discussion techniques in professional communication settings. (L3)

**Prescribed Textbooks:**

1. Business communication – PC Bhatia – Ane books Pvt Ltd., - [www.anebooks.com](http://www.anebooks.com).
2. Business communication, principles and methods and Techniques – Nirmal Singh, Deep and Deep publications Pvt Ltd., - [www.ddpbooks.com](http://www.ddpbooks.com)
3. Business communication – Sathya Swaroop Debasish Bhagabandas – PHI learning private ltd.
4. Business communication – Meenakshi Raman, Prakash singh, Oxford university press
5. Foundations of Business communication, India Edition – Dona. J. Young Tata McGraw – Hill.

**Reference Books:**

1. Adair, J. (2003). Effective Communication. Pan McMillan.
2. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.
3. Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Explain the basic concepts of Managerial Communication.                                  | L2 |
| 2. Write different forms of letters   | L6 |
| 3. Explain the importance of nonverbal communication & listening skills in an organization. | L2 |
| 4. Write different forms of reports, exhibits & appendices.                                 | L6 |
| 5. Understand how to design and execute professional meetings and presentations             | L2 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EENG11T.1	1	2	2	3	2	-	1	3
24EENG11T.2	1	1	2	3	1	-	1	3
24EENG11T.3	1	3	1	3	2	-	1	3
24EENG11T.4	1	2	1	3	1	1	-	2
24EENG11T.5	2	1	1	3	2	1	1	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** CAREER DEVELOPMENT– I  
**Category** PCC  
**Course Code** 24EMBA16P

**Year** I MBA  
**Semester** I Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	3	1.5

## Course Objectives:

- To develop self-management skills for enhancing self-confidence and effective time & mind management.
- To develop professional grooming, hygiene, and effective communication practices.
- To enhance interpersonal skills through role plays, discussions, and debates on business scenarios.
- To foster teamwork and collaboration by participating in interactive team-building activities.
- To improve presentation skills through impromptu speaking and innovative product development exercises.

**Unit 1 SELF MANAGEMENT SKILLS 8**  
Self-management – Self-image – Self-confidence - Time Management Matrix - Urgent, Not Urgent, Important, Not Important.

### Activity 1: Gratitude Journal

Write a letter of gratitude to someone who has significantly impacted their personal or professional life. They can choose to share this letter with the recipient or keep it private, reflecting on the emotions and thoughts that arise from this exercise.

### Activity 2: Personal Achievements Collage

Create a visual collage representing personal and professional achievements. This can include awards, certificates, successful projects, skills acquired, leadership roles, and any other significant milestones. Can use a mix of physical materials (magazines, photos, etc.) or digital tools like Canva or PowerPoint.

### Activity 3: Mind Management

Each person will introduce themselves with their name and an adjective starting with their name's first letter, repeating all previous names and adjectives until the last student.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze personal achievements and develop a positive self-image (L4)
- apply time management principles to prioritize tasks effectively (L3)
- Students will recall, sequence, and apply memory techniques to enhance cognitive retention. (L3)

**Unit 2 PERSONAL & GROOMING ETIQUETTES 9**  
**Activity 1: Professional Dressing, Hand Shake & Greeting Practice**

- A workshop where students learn about business dress codes, including formal, business casual, and smart casual & Practice different types of handshakes and greetings in pairs or small groups.

### Activity 2: Grooming and Personal Hygiene

Students individually or in a team prepare a PPT/Video on grooming & personal hygiene and discuss that in the class.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply perception-checking techniques to accurately interpret and manage interactions. (L3)
- Analyze and implement impression management strategies in various professional settings. (L4)

### **Unit 3 INTERPERSONAL SKILLS**

**8**

#### **Activity 1: Role plays**

Dividing into pairs or small groups and giving different scenarios to act out, such as handling a difficult client, leading a team meeting, or negotiating a business deal

#### **Activity 2: Group Discussions & Debates**

Organize group discussions or debates on current business trends, ethical dilemmas, or controversial topics

Learning Outcomes: At the end of the unit, the student will be able to:

- Demonstrate effective communication strategies in various interpersonal scenarios through role plays (L2)
- Analyze different perspectives during group discussions and evaluate arguments in debates (L4)

### **Unit 4 TEAM BUILDING SKILLS**

**8**

#### **Activity 1: Wordless Acting, Dialogue** (A situation given and ask two persons to have talk)

#### **Activity 2: Human Knot Game**

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the effectiveness of non-verbal communication in wordless acting and dialogue activities. (L4)
- Demonstrate teamwork and problem-solving skills through participation in the Human Knot Game. (L2)

### **Unit 5 PRESENTATION SKILLS**

**8**

#### **Activity 1: Impromptu Speaking**

Giving a random topic and ask them to prepare a presentation or deliver a speech

#### **Activity 2: Innovative Product Development**

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze techniques for effective impromptu speaking and develop coherent responses (L4)
- Create and evaluate innovative product ideas through structured development processes. (L5)

#### **Prescribed Textbooks:**

1. Michael E. Lamb, Marc H. Bornstein, Social and Personality Development: An Advanced Textbook, 2011
2. Gillian Bur, Personal Development All-In-One for Dummies Paperback –2016, KindlePub
3. E.H. McGrath S.J, Basic Management skills for all, PHI,2011
4. Managing Time (20-Minute Manager) Paperback – 17 Jul 2014, by Harvard Business Review, Kindle Ed.
5. Personality Development, Elizabeth. B. Hurlock, Tata McGraw-Hill Publishing Company Ltd.,2017

#### **Reference Books:**

1. Barun K. Mitra, Personality Development and Soft Skills by Oxford UniversityPress,2016
2. Goyal Brothers Prakashan, Personality Development and Soft Skills,2017
3. K. V. K. K Prasad and K. V. S. G. Murali Krishna, Personality Development, 2012, Reem Pub

#### **Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain the importance of self-management and apply time management techniques.                         | L2 |
| 2. Demonstrate professional etiquette by applying grooming, hygiene, and communication skills effectively. | L3 |
| 3. Demonstrate effective interpersonal skills through role plays and group discussions.                    | L3 |
| 4. Analyze team dynamics and implement strategies for effective collaboration.                             | L4 |
| 5. Evaluate and enhance presentation techniques through practice and feedback                              | L5 |

**CO-PO Mapping:**

<b>Course Outcomes</b>	<b>Management Knowledge</b>	<b>Critical Thinking</b>	<b>Value based Leadership</b>	<b>Communication and Ethics</b>	<b>Multidisciplinary Environment</b>	<b>Entrepreneurship</b>	<b>Social Responsiveness</b>	<b>Life-long Learning</b>
24EMBA16P.1	1	2	-	1	-	-	1	2
24EMBA16P.2	-	-	-	1	1	-	2	3
24EMBA16P.3	2	3	1	3	1	-	-	3
24EMBA16P.4	-	1	1	2	-	-	-	2
24EMBA16P.5	1	3	1	3	1	2	-	3

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** INFORMATION TECHNOLOGY FOR MANAGERS-LAB  
**Category** FC  
**Course Code** 24EMBA17L

**Year** I MBA  
**Semester** I Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	3	1.5

## Course Objectives:

- To understand the generations of computers, e-commerce and e-Business.
- To gain knowledge on application of various word techniques in real business scenario.
- To elucidate and develop understanding and knowledge on application of various power point techniques in real business scenario.
- To learn various applications of excel in real business idea
- To analyze and provide hands on experience to students in using computers for data organization.

## Unit 1 INTRODUCTION TO COMPUTERS 8

Introduction of Computers – Generations – Computer Networks – Application of Computers in Management – E-Commerce – E-Business.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the origin and evolution of computer and computer technologies. (L2)
- Present the basic knowledge of computer system. (L2)

## Unit 2 MS – WORD AND POWER POINT 12

Creation of Document – Text editing and saving – Organizing information with tables and outlines – how to give table of contents for the document – Mail merge – publishing Documents on Web. MS power point – creation of slides – use of templates and slide diagrams for developing a professional presentation on Business plans, institutions, products, people – with use of drawings and graphics.

Learning Outcomes: At the end of the unit, the student will be able to:

- Perform basic text formatting using of tables and graphics and communicate text documents through mail merge and publishing. (L3)
- Prepare effective power point slideshows for presentations including media usage. (L5)

## Unit 3 MS – EXCEL INTRODUCTION 12

Creation and editing of Excel sheets, managing worksheets, creating and using formulas, editing worksheets – cell formatting – key board short cuts in excel, formatting numbers, modifying rows, and columns, understanding formulas, changing views, insert a table and style options, add rows and columns, perform a function in a table, creating Google sheets.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic theoretical concepts in MS Excel. (L2)
- Apply shortcut Excel keys for statistical analysis. (L3)

## Unit 4 MS – EXCEL BASICS 12

Creating and editing charts – dynamics charts, secondary axis and other formatting – sorting and querying data. Left, right mid, find, proper, concatenate and search function, and today, year, month, day and date function.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the various functional keys in MS Excel. (L2)
- Apply the various calculations and search functions in MS Excel. (L3)

**Unit 5 MS – EXCEL ADVANCED****10**

Filters, offset function, data analysis with various 3d formulae, creating forms in excel for easy data entry, sum, average, max, min, median and mode, match, if function, or function, round function, time function, pivot tables, convert function.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the advanced MS Excel for data analysis with various 3D formula. (L2)
- Analyze data and perform various mathematical & Statistical operations using MS Excel. (L2)

**Prescribed Text Books:**

1. Cox et al, 2007 Microsoft office system stem – by – step, First edition, PHI, 2007.
2. Peter Norton, Introduction to computers and communications, - sixth edition – Tata McGraw Hill, 2009.

**Reference Books:**

1. V. Rajaraman, Introduction to Information Technology, Prentice Hall India, 2008
2. George, SPSS for Windows Step by Step, 6/Pearson Education, 2009
3. Winston, Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
4. David Whigham, Business Data Analysis Using Excel, First Edition, Oxford University

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain about computer systems origin and history, and their applications in the field of Business Management | L2 |
| 2. Summarize about MS word in detail.  | L2 |
| 3. Elucidate and learn in details about MS power point and make effective power point presentations.             | L2 |
| 4. Apply basic excel applications.   | L3 |
| 5. Analyze, process and data perform various mathematical & statistical tools using MS excel.                    | L4 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA17L.1	2	2	-	2	2	-	2	-
24EMBA17L.2	1	2	-	-	-	2	-	2
24EMBA17L.3	1	2	-	-	-	-	2	2
24EMBA17L.4	1	2	-	2	-	-	-	2
24EMBA17L.5	2	2	2	-	2	2	2	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** HUMAN VALUES AND BUSINESS ETHICS  
**Category** AU  
**Course Code** 24EMBA18T

**Year** I MBA  
**Semester** I Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
2	0	0	0

## Course Objectives:

- To develop a holistic perspective based on self-exploration about themselves (human being), family, society and nature.
- To understand harmony in the human being and harmony in the self.
- To summarize harmony in family and society.
- To understand the basic theories and approaches of Business Ethics.
- To comprehend the role of ethics in Business.

## Unit 1 INTRODUCTION TO HUMAN VALUES-VALUE BASED EDUCATION 6

Introduction – Definition – Purpose and motivation of human values-recapitulation from universal human values; Self exploration-definition-contents – process – Natural acceptance and experimental validation; continuous happiness and prosperity – A basic look at basic Human aspirations; Right understanding – Relationships and physical facility.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the basic concepts of Human values. (L2)
- Summarize the basics of self-exploration and natural acceptance. (L2)
- Comprehend the impact of happiness and prosperity in human life. (L2)

## Unit 2 UNDERSTANDING HARMONY IN THE HUMAN BEING – HARMONY IN MY SELF 6

Co-existence of the sentiment “I” and the material body; self and Body – happiness and physical facility; Body as an instrument of “I” ( I being the doer, seer and enjoyer) ; Characteristics and activities of “I” and harmony in “I”

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the needs of human body. (L2)
- Summarize body as an instrument of “I”. (L2)

## Unit 3 UNDERSTANDING HARMONY IN THE FAMILY AND SOCIETY – HARMONY IN HUMAN – HUMAN RELATIONSHIPS 6

Values in human – human relationship; Meaning of Justice (Nine Universal values in relationships) and programs for its fulfilment to ensure mutual happiness; Trust and respect as the foundational values of relationships; Meaning of trust – difference between intention and competence; meaning of respect; Difference between respect and differentiation; The other silent values in relationships.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the nine universal values in relationships. (L2)
- Explain trust and respect. (L2)

## Unit 4 THEORIES AND APPROACHES OF BUSINESS ETHICS 6

Ethics -Definition -Ethical values – Myths and Ambiguity – Ethical codes- Ethical principles in Business – Theories of ethics- Absolutism versus relativism – Teleological approach – Deontological approach – Kohlberg’s six stages of moral development and Managerial Ethical Dilemma.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the need for ethics. (L2)
- Apply Kohlberg's six stages of moral development in Real life. (L3)

## Unit 5 ETHICS IN BUSINESS

6

Characteristics- ethical decision making – ethical reasoning; Ethical dilemma – resolution process – Applications in various fields; Ethical culture; Developing code of ethics and conduct; Ethics and value-based leadership; Indian wisdom and Indian approaches towards business ethics; cognitive barriers to a good ethical judgement – Whistle Blowing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the impact of ethics in Business. (L4)

### Prescribed Textbooks:

1. R.R.Gaur, R.Asthana, G.P.Bagaria, "A foundation course in human values and professional ethics", 2<sup>nd</sup> revised edition, Excel Books, New Delhi.
2. R.R.Gaur, R.Asthana, G.P.Bagaria "teachers manual for a foundation course in human values and professional ethics", 2<sup>nd</sup> revised edition, Excel Books, New Delhi.
3. Boatright, John R Ethics and the conduct of Business, Pearson Education, New Delhi, 2005.

### Reference Books:

1. Jeevanvidya Ekparichaya, A Nagaraj, Jeevan Vidyaprakashan, Amar Kantak
2. A.N.Tripathi, "Human values", new Age, International Publishers, New Delhi.
3. Trevison and Nelson: Managing Business Ethics, John Wiley and sons, 1995.

### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

1. Analyze more about themselves and their surroundings for value education.
2. Comprehend more about real life problems and focus on getting sustainable solutions.
3. Describe harmony in the family and society as well as trust and respect in the human relationships.
4. Evaluate the theories and approaches of ethics.
5. Apply ethics in different areas of Business.

L4  
L2  
L2  
L4  
L3

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA18T.1	3	3	2	2	-	1	-	2
24EMBA18T.2	2	2	1	1	-	1	-	2
24EMBA18T.3	2	2	1	1	-	1	-	1
24EMBA18T.4	3	3	2	2	-	1	-	2
24EMBA18T.5	3	2	1	2	-	1	-	1



# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** HUMAN RESOURCE MANAGEMENT  
**Category** PCC  
**Course Code** 24EMBA21T

**Year** I MBA  
**Semester** II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the basic concepts of Human Resource Management concepts.
- To explain Human Resource Planning, Recruitment and Selection process and HR outsourcing process.
- To summarize the processes involved in Training & Development and Performance Appraisal.
- To know the Career development, Compensation systems and organizational and Personnel Health (OPH).
- To understand different contemporary trends in the field of Human Resource Management.

## Unit 1 HUMAN RESOURCE MANAGEMENT 12

Introduction – Definitions – Nature & Scope of HRM – Functions of HRM – Changing Roles & Responsibilities of HR Department – Meeting Competitive Challenges Through HRM-Emerging trends of HRM.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the basic concepts of Human Resource Management. (L2)
- Describe the roles and responsibilities of Human resource Department. (L2)

## Unit 2 HR PROCUREMENT 12

HR Planning Process – Factors Affecting HR Planning Process – Job Analysis & Job Design – Recruitment, Selection & Placement Process – HR Outsourcing-Orientation Concept.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Human Resource Planning process. (L2)
- Examine Recruitment and Selection Process, HR Outsourcing. (L3)
- Summarize job analysis and job design (L2)

## Unit 3 HR TRAINING, DEVELOPMENT AND APPRAISAL 10

Training Process – Training Effectiveness- Training for Trainers- Employee Development – Performance Management – Performance Appraisal Methods – Performance Measures; Criteria & Approaches.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe employee training and development strategies. (L2)
- Explain the performance Appraisal concepts. (L2)

## Unit 4 HR MAINTAINANCE 10

Career Stages – Career Development – Compensation Management – Industrial Relations – Grievance Handling Mechanism - Collective Bargaining, Organizational and Personnel Health.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize about life and career strategies. (L2)
- Describe Compensation Management, Industrial Relations, Grievance Mechanism and Collective bargaining. (L2)
- Comprehend Organizational and Personnel Health (L2)

**Unit 5 CONTEMPORARY ISSUES IN HRM****10**

Knowledge Management – Participative Management – Employee Retention –Work-Life Balance – Talent Management –HR Accounting–HR Audit.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain Knowledge Management, Participative Management and Employee Retention. (L2)
- Summarize about HR Accounting and HR Audit. (L2).

**Prescribed Textbooks:**

1. Human Resource Management, Dessler Gary, 10th Edition, Pearson/Prentice Hall of India 2006.
2. Human Resource Management, R. Wayne Mondy, Robert M. Noe, Pearson
3. Human Resource Management, Aswathappa, 4th Edition, TMH 2006.
4. Personnel and Human Resource Management – Text and Cases, P. Subbarao, Himalaya, 2009.

**Reference Books:**

1. Human Resource Management, Bohlander, 10th Edition, Thomson 2006.
2. Human Resource Management, Noe A. Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.
3. Human Resource Management A Case Study Approach, Muller Jaico Publishers, 2008
4. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain the basic Human Resource Concepts.  | L2 |
| 2. Summarize the Human Resource Planning, Job analysis, Job Design, Recruitment, outsourcing, Selection, Placement and Orientation concepts for higher Productivity.     | L2 |
| 3. Describe Training and Development as well as Performance Appraisal in an Organization.  | L2 |
| 4. Analyze employee Career Development, Compensation, Industrial Relations, Grievance handling mechanism, Collective Bargaining and Organizational and Personnel Health. | L4 |
| 5. Explain different Contemporary issues and Trends in Human Resource Management.  | L2 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA21T.1	2	2	-	1	2	-	-	1
24EMBA21T.2	2	2	1	1	1	-	-	1
24EMBA21T.3	2	2	2	2	2	1	1	-
24EMBA21T.4	3	3	-	1	1	1	1	1
24EMBA21T.5	3	3	-	1	-	-	-	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** FINANCIAL MANAGEMENT  
**Category** PCC  
**Course Code** 24EMBA22T

**Year** I MBA  
**Semester** II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	1	0	4

## Course Objectives:

- To provide students with conceptual and practical framework of financial functions.
- To describe the ways of evaluating long-term capital investments.
- To Summarize Capital structure, leverage analysis and cost of capital.
- To understand the management of Working capital and estimate the same for an organization.
- To explain various Dividend Decisions

## Unit 1 FINANCIAL MANAGEMENT OVERVIEW 10

Introduction: Meaning and Functions of financial management, Objectives of financial management: Profit maximization and Wealth maximization, Role of the financial manager, changing Financial Environment, Emerging challenges faced by the Finance Manager.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand changing role of the finance manager and position in the management hierarchy. (L2)
- Focus on shareholders wealth maximization principles as on operationally desirable finance decision criteria. (L2)

## Unit 2 CAPITAL BUDGETING 15

Investment Decision: Capital Budgeting, Concept and Process, Techniques of capital budgeting: Traditional methods (Payback period, Average Rate of Return), Discounted cash flow techniques (Net Present Value, Internal Rate of Return and Profitability Index), Capital rationing (Theory and Problems)

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify net present value and internal rate of return. (L1)
- Describe the non-DCF evaluation criteria and importance of investment decisions. (L2)
- Identify Traditional and Modern methods values. (L3)

## Unit 3 CAPITAL STRUCTURE AND COST OF CAPITAL 15

Capital Structure Theories - Traditional approach - M.M. Hypotheses –EBIT and EPS Analysis,– Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice. Cost of Capital: Computation of Cost of Equity-cost of Debt-Cost of Preference Capital- Cost of Internal Reserve Weighted Average Cost of Capital - Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage. (Theory and Problems).

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the importance of EBIT-EPS Analysis in establishing optimal capital Structure. (L2)
- Describe the appropriate combination of operating and financial leverage. (L2)

## Unit 4 WORKING CAPITAL MANAGEMENT 10

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance –

Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management. (Theory and Problems)

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the need for investing in current assets and elaborate the concepts of operating cycle. (L2)
- Summarizes about the proper mix of short term and long-term financing for current assets. (L2)

## Unit 5 DIVIDEND DECISION

10

Dividend policies – Dividend decisions – Types of dividends, factors influencing the dividend policy – Issues in dividend Decisions – Relevancy theory – Walter's Model – Gordon's Model – Irrelevancy theory – M.M Hypotheses – Dividend policy in practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify the market imperfections that make dividend policy relevant. (L1)
- Summarizes about dividend forms and policies. (L2)

### Prescribed Textbooks:

1. Pandey, I.M: Financial Management – Vikas Publishing House, New Delhi.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi.
3. Maheswari, S.N.: Financial Management, Sultan Chand and Sons, New Delhi.
4. Prasanna Chandra, Financial Management Tata McGraw Hill, New Delhi

### Reference Books:

1. Sheeba Kapil, Financial Management, Pearson Education, New Delhi.
2. Jonathan Berk Peter DeMarzo, Financial Management, Pearson Education, 2008.
3. Chandrabose, Fundamentals of, Financial Management – PHI, New Delhi.
4. Kulakarni. P.V., Financial Management Himalaya Publishing Houses Co Ltd, Mumbai.
5. Van Horne: Financial Management and Policy, Prentice Hall of India, New Delhi.
6. Sheeba Kapil, Financial Management Strategy, Implementation and Control, Pragathi Prakasam Publication, Meerut

### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

1. Explain the Core Concepts of Financial management related to the day-to-day activities of Business. L2
2. Evaluate the different Projects using Capital Budgeting Techniques. L5
3. Construct the optimum capital structure of the organization. L6
4. Construct the optimum Capital Structure of the Organization. L6
5. Describe the various forms of Dividend and Theories of Dividends in the firm. L2

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA22T.1	2	2	-	2	1	1	2	1
24EMBA22T.2	3	3	2	-	2	-	-	2
24EMBA22T.3	3	2	-	2	2	1	-	-
24EMBA22T.4	2	3	2	2	-	1	-	1
24EMBA22T.5	2	2	2	-	-	2	1	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

**(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)**

**Title of the Course**      MARKETING MANAGEMENT

Category	PCC
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**Course Code** 24EMBA23T

Year | MBA

Semester	II Semester
----------	-------------

Branch MBA

### Lecture Hours

3

## Tutorial Hours

0

## Practice Hours

0

## Credits

3

### Course Objectives:

- To understand the basic concepts of Marketing Management.
- To summarize segmentation, targeting and establishing Brand Positioning.
- To explain product and pricing strategies.
- To understand the place and promotion strategies.
- To emphasize on organizing, controlling and the ethics in marketing.

## Unit 1 INTRODUCTION

12

Definition – nature-Scope – Importance - Core concepts of Marketing: Transactions, Exchange, Need, Want & Demand – Marketing vs Selling - Company Orientation towards the Marketplace: Production, Product, Selling, Marketing & Holistic Marketing Concepts – Components of a Modern Marketing Information System: Internal Records & Marketing Intelligence – Market intelligence – Green marketing.

**Learning Outcomes:** At the end of the unit, the student will be able to:

- Understand the fundamental concepts of marketing. (L2)
- Implement holistic marketing concepts. (L3)

## Unit 2 STP

10

Segmentation: Definition, Effective Segmentation, Segmenting Consumer & Business Markets – Target Marketing – Developing & Establishing a Brand Positioning – Concept of Marketing Mix & 4Ps – Niche marketing - Social Marketing – Customization.

**Learning Outcomes:** At the end of the unit, the student will be able to:

- Understand the importance of market segmentation. (L2)
- Apply the principles of market segmentation to example scenarios. (L3)

Unit 3      **PRODUCT & PRICING STRATEGIES**

10

Product Levels & Classification – Product Hierarchy – Product Systems & Mixes – Product Line Analysis – Product Line Length – Product Life Cycle Marketing Strategies – Pricing Objectives – Pricing Methods – Adopting the Price – Initiating the price cuts – imitating price increases & Responding to Price Changes – Factors affecting Pricing.

**Learning Outcomes:** At the end of the unit, the student will be able to:

- Understand Product line and Product life cycle. (L2)
- Analyze various Pricing Strategies. (L3)

## Unit 4 PLACE & PROMOTION STRATEGIES

12

Role of Marketing Channels – Channel Design Decisions – Management of channels- selection – Training – motivating and evaluation of channel members - Channel Management Decisions – Types, Causes & Management of Channel Conflicts – Definition & Components of Marketing Communication mix – Characteristics of Marketing Communication Mix – Developing Effective Communication mix.

**Learning Outcomes:** At the end of the unit, the student will be able to:

- Apply the conceptual knowledge and analytical tools to systematically analyze and solve marketing problems. (L3)
- Understand the components of Marketing communication Mix. (L2)

## Unit 5 ORGANIZING & CONTROL AND ETHICAL MARKETING

10

Organizing the Marketing Department – Marketing Control & Types of Control – Ethics in Marketing; Common Criticisms of Marketing, Importance of Marketing Ethics, Rules for Ethical Marketing, Ethical Decision Making – Modern Marketing Practices; Green Marketing, Mobile Marketing and Online Marketing – Surrogate Marketing- Internal Marketing – Rural marketing- Socially responsible marketing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze various marketing ethics and the rules for Ethical Marketing. (L4)
- Apply the basic and advanced techniques for development of social marketing strategies. (L3)

### Prescribed Textbooks:

1. Marketing Management, Phillip Kotler, Kevin Lane Keller, 12/e, Pearson, 2007
2. Marketing Management, Czinkota & Kotabe, 2/e, South Western Cengage Learning, 2008

### Reference Books:

1. Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin, 2007.
2. Case Studies in Marketing, The Indian Context, Srinivasan, PHI, 2009
3. Marketing, Lamb, Hair and McDaniel, 7/e, Thomson Publishers, 2006.
4. Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2010
5. Introduction to Marketing theory and practice, Adrian Palmer, Oxford University Press 2007

### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

1. Summarize the basic concepts of Marketing and the various components of Modern Marketing Information System.
2. Describe Market Segmentation, Target Marketing, Brand Positioning and Marketing Mix.
3. Analyze Product levels and Pricing Strategies to achieve Organizational objectives.
4. Comprehend Place and Promotional Strategies based on Channel management and Promotional Mix elements.
5. Apply contemporary marketing practices and ethical issues driving marketing function.

L2

L2

L4

L2

L3

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA23T.1	3	3	1	-	1	1	1	-
24EMBA23T.2	3	3	1	1	1	3	1	-
24EMBA23T.3	3	3	2	1	1	3	-	1
24EMBA23T.4	3	2	1	3	1	2	-	1
24EMBA23T.5	2	1	1	3	2	3	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** PRODUCTION AND OPERATIONS MANAGEMENT  
**Category** PCC  
**Course Code** 24EMBA24T

**Year** I MBA  
**Semester** II Semester  
**Branch** MBA

**Lecture Hours**  
3

**Tutorial Hours**  
0

**Practice Hours**  
0

**Credits**  
3

## Course Objectives:

- To Summarize the basic concepts of production and operations management.
- To comprehend Facility Location, Layout and Capacity building for performing production and operational activities in an effective way.
- To understand techniques related to scheduling and Assembly Line Balancing
- To explain the various ways of managing inventory.
- To examine the role of quality in production processes and productivity management.

## Unit 1 INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT 10

Meaning and definition of POM – Evolution, Scope and recent Development Stages of Production and Operations Management – Interaction of POM with other functional areas of Management– Manufacturing and Non-Manufacturing Operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5 Ps of operations.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Development Stages of Production and Operations Management and functional areas of management (L2)
- Understand the manufacturing and non-manufacturing operations. (L2)

## Unit 2 FACILITY LOCATION, LAYOUT & CAPACITY PLANNING 10

Facility Location: Meaning, Factors & Criterion for selection of a Location – Meaning of Plant Layout – Different types of Layouts their Planning and Production Systems– Capacity Planning Across the Organization – Capacity Timing and sizing Strategies.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply advanced location and layout design techniques for different types of facilities. (L3)
- Apply the different capacity planning strategies in production processes (L3)

## Unit 3 SCHEDULING AND ASSEMBLY LINE BALANCING 12

Meaning of Scheduling – Scheduling Job –shop type production – Shop Loading – Assignment and Sequencing and scheduling in Mass – Assembly Line Balancing – Methods of Production Control.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Scheduling of Operations (L2)
- Apply the Assembly line and methods of Production Control in business (L3)

## Unit 4 INVENTORY MANAGEMENT 13

Meaning of Inventory – objectives of inventory management – Inventory Control Techniques: ABC, EOQ, VED Analysis- Meaning and definition of Material Handling, its objectives and principles – Role of Purchase department – ERP- JIT.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the different methods used by organizations to obtain the right quantities of stock or inventory. (L2)
- To acquire the knowledge about Material handling. (L2)

## Unit 5 QUALITY & PRODUCTIVITY MANAGEMENT

15

Concept of Quality – Dimensions of Quality – Cost of Quality – Product Quality and Service Quality – Total Quality Management (TQM) – Statistical Process Control – Control Charts – Concepts of Productivity – Tools of increasing productivity – Introduction to Work Study – Method Study – Time Study – Work Measurement.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply business strategies to improve productivity and quality management (L3)
- Analyze how to improve productivity and quality management in organizations (L4)

### Prescribed Textbooks:

1. James R Evans & David A Collier – Operations Management: Thomson Press Publications.
2. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, & Nitin K Agarwal – Operations Management for Competitive Advantage; Tata McGraw-Hill (12E)
3. K Aswathappa, K Shridhartha Bhat -Production and operation management- Himalaya publishing house, 2<sup>nd</sup> edition, 2021.
4. Shailendra Kale, Production and Operations Management, First edition, Tata MC GrawHill Edition, 2017.

### Reference Books:

1. Richard B. Chase, Ravi Shankar and F. Robert Jacobs (2014); Operations & Supply Chain Management; McGraw-Hill - 2014 (14E).
2. Chary S. N. Theory and Problems in Production & Operations Mgt.; Tata McGraw Hill (14E), 2019
3. Krajewski Lee; Operations Mgt. Process for Value Chains; Prentice Hall (8E).
4. Russell S. Roberta & Taylor, Operations Mgt., Prentice Hall (4E).
5. S.A Chunawalla, DR Patel - Production and operation management- Himalaya publishing house.

### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain the basic concepts of Operations Management and Operations Strategy.                      | L2 |
| 2. Describe Facility Location, Lay-Out and Capacity Planning.  | L2 |
| 3. Analyze Assembly Line Balancing and Scheduling.   | L4 |
| 4. Apply suitable materials handling principles and Inventory Control techniques in an organization. | L3 |
| 5. Analyze the various Quality and Productivity Management Techniques in an Organization.            | L4 |

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA24T.1	2	2	1	2	1	1	-	-
24EMBA24T.2	3	2	2	2	2	1	1	-
24EMBA24T.3	2	2	1	1	1	2	1	1
24EMBA24T.4	3	2	-	-	1	-	1	1
24EMBA24T.5	2	3	-	1	1	1	-	1



# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** BUSINESS RESEARCH METHODS USING SPSS  
**Category** PCC  
**Course Code** 24EMBA25T

**Year** I MBA.  
**Semester** II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	2	4

## Course Objectives:

1. To summarize the basics of research in managerial decision making.
2. To understand various research designs and sampling methodology.
3. To appreciate the use of measurement and scaling techniques and various data collection methods.
4. To Understand the fundamentals of SPSS and apply various statistical tools.
5. To prepare and present research report.

## Unit 1 INTRODUCTION TO BUSINESS RESEARCH METHODS AND PROCESS 10

Meaning and Significance of Business Research — Types of research –Role of Business research in Managerial decision- Research process - –Problem Identification – Criteria for Good research – Preliminary data gathering – Literature survey- Hypothesis development – types of variables

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the importance and Types of Research (L2)
- Explain different types of variables and Hypotheses (L2)

## Unit 2 RESEARCH DESIGN AND SAMPLING METHODOLOGY 12

Types of Research designs – Nature of Sampling – Probability –Non-Probability Sampling methods - –Steps in sampling design – Sample size determination and Approaches.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describes the various types of research Designs (L2)
- Analyses Various Sampling Methods. (L3)

## Unit 3 SCALING TECHNIQUES, DATA COLLECTION AND DATA ANALYSIS 14

Nature of Measurement and Scaling – Measurements of Scales – Scaling Techniques – constructing, drafting and refining the Questionnaire - Data collection- Source of Data: Primary data and Secondary data- Data collection Methods – Processing and Analyzing Data

Learning Outcomes: At the end of the unit, the student will be able to:

- Examine the different scaling techniques and Drafting. (L4)
- Illustrate various source of Data collection methods. (L3)

## Unit 4 INTRODUCTION TO SPSS AND DATA ANALYSIS USING TECHNIQUES 12

Introduction to SPSS – Data coding, retrieving – An overview of descriptive statistics –Mean – Median- Mode- Bar diagrams – Pie diagram - Histograms – Introduction to Statistics tools - Chi Square test -. T-test – ANOVA – Exploratory factor analysis – Multiple regression analysis – Multiple discriminate analysis – cluster analysis –Binary logistic regression

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply Descriptive Statistical Methods to summarize and describe data distribution (L3)
- Design and implement a complete data analysis Project using SPSS. (L6)

**Unit 5 RESEARCH REPORT WRITING AND PLAGIARISM CHECK****10**

Research report: Research report – components - Title Page – Tables of Content – Executive summary - Introductory session – Body of report – conclusion of the report - References – Appendix – Guidelines for Preparing a Good research report – Introduction to Plagiarism – What and Why

Learning Outcomes: At the end of the unit, the student will be able to:

- Summaries different types of Research reports and Layout (L2))

**Prescribed Textbooks:**

1. Business Research Methods, Donald R Cooper and Pamela S Schindler, 9/e, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2009
2. Business Research Methods, William G. Zikmund, 7/e, Cengage, 2008
3. Cynthia Menezes Prabhu, Management Research Methods, Pen to Print Publishing LLP, 2022.

**Reference Books:**

1. Research methods for managers' 3/e, John Gill & Phil Johnson, Sage Publications.
2. Research Methods for Business—A Skill Building Approach, Uma Sekaran, John Wiley & Sons (Asia) Pvt. Ltd, Singapore, 2003.
3. S.C. Gupta & V.K. Kapoor Fundamental of Applied Statistics, Sultan Chand & Co
4. An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain about the research process, formulation of problem identification and framing of hypothesis in Social Sciences.                                     | L2 |
| 2. Describe Research Design and Sampling methodology related to the Research.  | L2 |
| 3. Summarize measurement scales and construct, draft and refine the questionnaires and comprehend the data collection methods and analyze statistical methods. | L2 |
| 4. Analyze the results from statistical tests such as Chi-Square, T-test, and ANOVA to interpret the relationships between variables.                          | L4 |
| 5. Summarize research reports for managerial decision making.  | L2 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA25T.1	2	2	-	1	2	-	2	2
24EMBA25T.2	2	2	-	-	1	-	-	2
24EMBA25T.3	3	2	-	1	-	-	-	2
24EMBA25T.4	3	3	-	1	-	-	-	2
24EMBA25T.5	2	2	-	1	-	-	-	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** MANAGEMENT INFORMATION SYSTEM  
**Category** PCC  
**Course Code** 24EMBA26T

**Year** I MBA.  
**Semester** II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

1. To understand the role of Information technology in Management.
2. To apply IT solutions for Business Problem Solving.
3. To empower students with the knowledge of IT Infrastructure and networking.
4. To analyze the role of ICT in Business and Society.
5. To expose students to the wireless ecosystem.

## Unit 1 INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS 10

Information age, the need for Information systems – Digital convergence and the changing Business Environment: Information and Knowledge Economy: Contemporary approach to IS and management Challenges. Management information system and core competencies – Role of Manager with respect to IT in an Organization.

Learning Outcomes: At the end of the unit, the student will be able to:

- Know the application of MIS in different business activities. (L2)
- Understand the role of manager with respect to IT in an Organization. (L2)

## Unit 2 TYPES OF INFORMATION SYSTEMS 10

Functional perspectives of IS; Strategic uses of Information systems; Organizational and Behavioral Impacts; IT impact on Decision making; Leveraging Technology in the Value Chain; Different Information systems in the enterprise: TPS, DSS, MIS and ESS, GDSS, GIS and SIS.

Intelligent techniques: Expert Systems, Fuzzy logic Systems, Neural Networks, genetic Algorithm, Hybrid AI Systems, Intelligent Agents.

Learning Outcomes: At the end of the unit, the student will be able to:

- Estimate the use of computers in gaining knowledge. (L2)
- Apply business intelligence aspects in management decision. (L3)

## Unit 3 IT INFRASTRUCTURE 10

Business hardware evolution of IT Infrastructure; Moore's Law – Law of mass Digital Storage – IT Infrastructure components – Trends in Hardware Platforms – Enterprise Software – GroupWare.

IT Strategy and Balanced Scorecard – IT Strategies – IT Business Alignment – Balanced Score card – Cloud and Vendor strategies.

Emerging Technologies – Cloud Computing – Big data Technologies – Internet of Things – Virtual Reality – Augmented reality – Block Chain - Artificial Intelligence.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Business hardware evolution with regard to IT Infrastructure. (L2)
- Summarize the concepts of IS Strategy and balanced scorecard. (L2)

## Unit 4 ICT FOR DEVELOPMENT AND E-GOVERNANCE 8

ICT for development, Types of ICT interventions, Examples of ICT for development Projects, E-Governance concepts & Applications, E- Participation.

Society and Internet: Social dynamics of Internet, Services of Internet, technology of the Internet, Social issues, Social Networks in the enterprise, Social, ethical and security issues in MIS.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply different tools for ICT Development. (L3)
- Understand the Social Networks in the enterprise as well different issues related to MIS. (L2)

## Unit 5 WIRELESS REVOLUTION

8

The wireless revolution: Introduction, Videoconferencing, Videoconferencing – Wireless payments; Bandwidth and media: Media value; Wi-Max and EVDO; M-Commerce; applications in CRM, Supply chain and Health care; mobile and e-commerce – Intelligent techniques.

Learning Outcomes: At the end of the unit, the student will be able to:

- Know the basics of wireless revolution. (L2)
- Predict the different ways for Intelligent techniques. (L2)

### Prescribed Textbooks:

1. Management Information System C. Laudon and Jane P Laudon, et al, 11/e, PHI and Pearson Education.
2. Management Information System, O'Brien, Tata McGraw Hill 2009.
3. Management Information System, Jawedekar, Tata McGraw Hill, 2007.
4. Management Information Systems, C.S.V. Murthy, Himalaya Publishing House, 2009.

### Reference Books:

1. Management Information System, RobestSchuthesis and Mary Sumner, Tata McGraw Hill.
  2. Management Information Systems, Balasubramanian, Excel books, 2009.
  3. Management Information Systems, Gordon B. Davis & Margrethe H. Olson, Tata McGraw Hill, 2006.
  4. Management Information Systems, McCleod, Schell, Pearson 2009.
  5. Information Technology for Management, Tuban, Liedner, Mclean, Wetherbe, Wiley India, 2008.
- Principles of Information Systems, Stair, George, Cengage Learning, 2008.

### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Explain the basics in the field of Management Information System.                            | L2 |
| 2. Summarize the different types of Management Information Systems                              | L2 |
| 3. Describe various concepts and models related to System Development.                          | L2 |
| 4. Explain Strategic Information System and value Chain model implementation in an organization | L2 |
| 5. Explain Information System security and control in using organization technology.            | L2 |

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA26T.1	2	2	1	2	-	1	-	1
24EMBA26T.2	2	2	1	1	1	1	-	1
24EMBA26T.3	2	2	1	-	1	1	-	1
24EMBA26T.4	2	2	1	1	1	1	1	1
24EMBA26T.5	3	2	1	1	1	1	-	1

**ANNAMACHARYA UNIVERSITY, RAJAMPET**  
(An Autonomous Institution)

**Title of the Course**     OPTIMIZATION TECHNIQUES  
**Category**                HSC  
**Course Code**            24EMAT21T

**Year**                    I MBA.  
**Semester**            II Semester  
**Branch**                MBA

<b>Lecture Hours</b>	<b>Tutorial Hours</b>	<b>Practice Hours</b>	<b>Credits</b>
3	1	0	4

**Course Objectives:**

- To explain the fundamental concepts of Optimization, types of optimization problems and Linear Programming.
- To apply the methods of Transportation model.
- To apply Hungarian method to solve Assignment problems
- To analyze the game strategies.
- To describe Project management techniques for managing projects.

**Unit 1                    INTRODUCTION TO OPTIMIZATION                    12**

Definition of Optimization- Applications in management decision making - Types of Optimization Problems: Continuous, Discrete, Linear, Non-Linear, and Multi-objective Optimization.

Linear Programming Problem: Introduction, Formulation of Linear Programming Problem, Limitations of L.P, Graphical Solution To L.P.P – Simplex Method (Simple Problems)

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic concept and types of optimization problems. (L2)
- Formulate a Linear Programming Problem and find graphical and simplex solutions to the LPP. (L3)

**Unit 2                    TRANSPORTATION MODEL                    12**

Introduction – Transportation Model: Finding Initial Basic Feasible Solutions, Moving Towards Optimality – Unbalanced Transportation Problems – Transportation Problems with Maximization, Degeneracy

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic concept and methods of Transportation problems. (L2)
- Apply the Transportation methods that are needed to solve optimization of transportation costs. (L3)

**Unit 3                    ASSIGNMENT MODEL                    12**

Introduction – Mathematical Formulation of The Problem – Solution of An Assignment Problem – Hungarian Algorithm – Multiple Solution – Unbalanced Assignment Problems – Maximization in Assignment Model – Travelling Salesman Problem.

Learning Outcomes: At the end of the unit, the student will be able to:

- . Formulate and solve assignment problems using Hungarian method. (L3)
- Solve Travelling Salesman problems to optimize the cost. (L3)

**Unit 4                    GAME THEORY                    11**

Introduction to Theory of Games – Two-Person Zero-Sum Games – Pure Strategies – Games With Saddle Point – Mixed Strategies – Games Without Saddle Point By Rules Of Dominance – Games Without Saddle Point By Algebraic Method – Graphical Method.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic concepts of Game Theory. (L2)
- Apply the dominance Rule, Algebraic method and graphical methods to find the solution to the payoff matrix. (L3)

**Unit 5 PROJECT MANAGEMENT: P.E.R.T & C.P. M****12**

Network Drawing – Critical Path Method (CPM) And Project Evolution and Review Technique (PERT) – Probability of Completing the Project Within the Given Time – Optimum Cost and Optimum Duration – Differences Between P.E.R.T & C.P.M.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the data and draw the networks using given information. (L4)
- Apply PERT and CPM techniques to find the project duration, critical path, probability of completing the project within given time.(L3)

**Prescribed Textbooks:**

1. Kanti Swaroop, Gupta P.K. Man Mohan, "Operations Research", Sultan Chand and Sons, 1978.
2. N.D. Vohra, Quantitative Techniques in Management, McGraw Hill Education (India) Pvt. Ltd., 5th Edition (2017).
3. Hamdy A. Taha, Operations Research: An Introduction, Pearson Education, 10th Edition (2016).
4. S.S. Rao, Optimization Techniques: Theory and Applications, Wiley, 2009.
5. Ravindra K. Ahuja, Thomas L. Magnanti, and James B. Orlin, Network Flows: Theory, Algorithms, and Applications, Pearson Education, 1993.
6. Edwin K. P. Chong and Stanislaw H. Zak, Introduction to Optimization, Wiley, 2013 (4th Edition).

**Reference Books:**

1. J K Sharma, Operations Research: Theory and Practice, Macmillan Publishers India Ltd, 5th Edition, 2013
2. FS Hillier and GJ Lieberman, Introduction to Operations Research, TMH, 8/E, 2006.
3. Operations Research / R. Panner selvam, PHI Publications.
4. Research Methodology, Dipak Kumar, Bhattacharya, Excel Books, 2006
5. JC Pant, Introduction to Optimization: Operations Research, Jain Brothers, New, 6/E, 2004.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Describe the basic concepts of optimization problems and about Linear Programming Techniques.
2. Solve Transportation Problems using different methods of transportation to optimize the transportation costs.
3. Solve assignment problems and find the optimum allocation of resources.
4. Apply the algebraic and graphical methods to find the value of the game.
5. Analyze the information and draw the network & use PERT and CPM techniques to solve the project management problems.

Blooms Level of Learning

L2

L3

L3

L3

L4

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMAT21T.1	3	2	-	-	1	-	-	1
24EMAT21T.2	3	2	-	-	1	1	-	1
24EMAT21T.3	2	3	-	1	-	-	1	1
24EMAT21T.4	2	2	1	1	-	1	1	1
24EMAT21T.5	3	2	-	-	1	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** CAREER DEVELOPMENT– II  
**Category** PCC  
**Course Code** 24EMBA27P

**Year** I MBA  
**Semester** II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	3	1.5

## Course Objectives:

- To analyze different perspectives in business scenarios.
- To develop effective event planning strategies.
- To Analyze complex business concepts collaboratively, enhancing peer learning.
- To Evaluate personal branding strategies, including career goals and key experiences.
- To deliver in-depth market research reports with strategic insights.

## Unit 1 PERCEPTION- IMPRESSION MANAGEMENT

8

### Activity 1: Perception-Checking Practice

- Present a business case and ask to write from the perspective of different stakeholders

### Activity 2: Impression Management.

Let them craft and share personal success stories that highlight their strengths and achievements

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply perception-checking techniques to accurately interpret and manage interactions. (L3)
- Analyze and implement impression management strategies in various professional settings. (L3)

## Unit 2 EVENT MANAGEMENT SKILLS

10

### Activity 1: Manage a Simulated Event Planning

- Divide students into groups and assign each group a type of event (e.g., product launch, conference, or networking event). They must create a detailed event plan, including budgeting, vendor selection, marketing strategy, and risk management

### Activity 2: Sustainability in Event Management

Groups are tasked with planning an eco-friendly event, considering factors like waste reduction, energy use, and sustainable sourcing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Create comprehensive event plans, incorporating budgeting, marketing, and risk management strategies. (L6)
- Apply sustainable practices in event management, focusing on eco-friendly solutions (L3)

## Unit 3 PEER TEACHING & LEARNING

10

### Activity 1: Business Concept Presentations

Students work together in a small group to develop a comprehensive business plan for a New Product, New Technology or New Business Venture. Each team member is responsible for teaching their peers about a different aspect of the plan (e.g., market analysis, financial projections, operational strategy). The final plan is then presented to the whole class.

Learning Outcomes: At the end of the unit, the student will be able to:

- Create a detailed business plan for a new venture. (L6)
- Understand about specific business concepts using effective communication strategies. (L2)

#### **Unit 4 INTERVIEW, PERSONALITY & EMOTIONS**

**14**

##### **Activity 1: Personal Branding Presentation**

- Each student creates a presentation that showcases their personal brand. This can include their values, career goals, key experiences, and unique selling points. The presentations are delivered in front of the class, followed by a Q&A session

##### **Activity 2: Walk in Some else's Shoes**

- Students select a successful startup and work backward to identify the key decisions and strategies that contributed to its success. They must then present the business model from the perspective of the entrepreneurs who built it.

Origin, Definitions, Nature & Characteristics, Scope and Managerial Applications of Operations Research – Linear Programming Problem: Introduction, Formulation of Linear Programming Problem, Limitations of L.P, Graphical Solution To L.P.P – Simplex Method (Simple Problems)

##### **Activity 3: Resume Building & Mock Interview**

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic concept and applications of Operations Research. (L2)
  - Design a personal brand that effectively communicates career goals and strengths. (L6)
  - Analyze key strategic decisions behind a successful startup's business model. (L4)
  - Demonstrate interview skills and build a professional resume tailored to job roles. (L3)
- Formulate a Linear Programming Problem and find graphical and simplex solutions to the LPP. (L3)

#### **Unit 5 REAL TIME EXPERIENCE**

**12**

**Activity 1:** Assign students to conduct real-time market research for a product or service, including customer surveys, competitor analysis, marketing strategies and market trends. They should submit the final report along with the presentation.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze market data to create effective business strategies. (L4)
- Evaluate competitor strategies and market trends for informed decision-making. (L5)

##### **Prescribed Textbooks:**

1. Perception and Impression Management: The Business Perspective, James R. Brown and Sarah M. Anderson, Mc Graw-Hill Education, 2021
2. Event Management: Principles & Practice, Greg Allen and Matthew Jones, Routledge, 2022
3. Peer Learning in Higher Education: Learning from & with Each Other, David Boud, Ruth Cohen, and Jane Sampson Routledge, 2014
4. The Art of Interviewing: Personality, Emotions, and Branding, Andrew Green and Carla Rogers, Pearson Education, 2019
5. Real-Time Market Research: Strategies and Tactics, Susan White and Mark Richards, John Wiley & Sons, 2023.

##### **Reference Books:**

1. Impression Management in the Workplace: Research, Theory, and Practice, Paul Rosenfeld, Robert A. Giacalone, and Catherine A. Riordan, Routledge, 2013
2. Sustainable Event Management: A Practical Guide, Meegan Jones, Routledge, 2014
3. Interviewing: Principles and Practices, Charles Stewart and William Cash, McGraw-Hill Education.

##### **Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

1. Evaluate stakeholder perspectives and craft personal success stories for effective communication.
2. Design and plan sustainable events, incorporating budgeting and eco-

L5

L3



friendly practices.

- |   |    |
|---|----|
| 3. Create and present a comprehensive business plan, demonstrating peer collaboration and teaching.         | L6 |
| 4. Analyze personal branding and entrepreneurial strategies through presentations and mock interviews.      | L4 |
| 5. Conduct and present comprehensive market research integrating customer insights and competitor analysis. | L3 |

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA27P.1	2	3	-	1	-	-	-	2
24EMBA27P.2	2	3	3	3	2	-	1	3
24EMBA27P.3	2	3	2	2	1	3	2	2
24EMBA27P.4	1	2	1	3	2	-	1	3
24EMBA27P.5	3	3	1	3	2	2	2	3

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** BUSINESS COMMUNICATION LAB  
**Category** HSC  
**Course Code** 24EENG21L

**Year** I MBA  
**Semester** II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	3	1.5

## Course Objectives:

- Describe active listening skills and respond appropriately.
- Comprehend and deliver an oral presentation and situational dialogues in a manner that effectively delivers the message and meets the needs of the target audience
- Explain formal business letters and emails that are short, clear, and to the point
- Apply group behavior and adapt themselves to fit well in teams
- Analyze the significance of Resume and equip themselves with strategies to succeed in interviews.

The following course content is prescribed for the Executive Communication Skills Lab:

52

1. Listening Comprehension
2. Oral presentations (prepared and extemporaneous)
3. Situational dialogues – Greeting and Introduction, asking for information and giving directions
4. Business Letters and E-mails
5. Group Discussions
6. Resume Writing, Covering letters
7. Interviews

## Prescribed Textbooks:

Lab Manual prepared by Faculty Members of English

1. Business Communication for Managers, Penrose, Rasberry and Myers, Cengage, 2009
2. Basic Business Communication Skills for empowering the internet generation, Lesikar Flatley, Tata McGraw Hill, 2009
3. Business Communication, Ramachandran KK et al. MacMillan India Ltd., 2009

## Reference Books:

1. Listening Advantage, Heine ELT, Cengage Learning, 1<sup>st</sup> Edition, 2008.
2. Presentation Zen, Garr Reynolds, New Riders, 2<sup>nd</sup> Edition, 2011.
3. Essentials of Business communication, Mary Ellen Guffey and Dana Loewy, cengage Learning, 11<sup>th</sup> Edition, 2015.
4. The resume writing Guide by Lisa MC Grimmon, Create Space Independent Publishing Platform, 2<sup>nd</sup> edition, 2017.

Suggested Software:

- It's your Job from Clarity
- Business Writing from Clarity
- Career Lab, Glob Areana, Hyderabad

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level  
of Learning

1. Understand active listening skills and respond appropriately
2. Comprehend their public speaking skills and make presentations confidently.
3. Describe Business Letters and E-Mails in Business Correspondence
4. Apply group behavior and adapt themselves to fit well in teams
5. Analyze the significance of Resume and equip themselves with strategies to succeed in interviews

L2  
L2  
L2  
L3  
L4

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EENG21L.1	3	1	-	3	-	1	-	2
24EENG21L.2	3	1	1	3	1	-	1	2
24EENG21L.3	3	1	-	3	1	-	-	2
24EENG21L.4	3	1	-	3	1	-	1	2
24EENG21L.5	3	1	-	3	1	1	-	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

Title of the Course    INTERNSHIP  
Category                PCC  
Course Code            24EMBA28P

Year                    I MBA  
Semester               II Semester  
Branch                  MBA

Lecture Hours

0

Tutorial Hours

0

Practice Hours

8 Weeks

Credits

2

## Course Objectives:

- To provide hands-on experience in a professional setting related to the student's field of study
- To develop practical skills, including problem-solving, communication, and teamwork
- To understand the organizational culture and the dynamics of a business environment.
- To apply theoretical knowledge from coursework to real-world business challenges.
- To build professional networks and gain insights into potential career paths.

## Unit 1                PRE-INTERNSHIP PREPARATION

Overview of the internship program, expectations, and assessment criteria - Students identify specific learning goals and outcomes in consultation with their academic advisor and internship supervisor - Background research on the company/organization and industry.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the nature of Internship. (L2)

## Unit 2                DURING THE INTERNSHIP

Weekly Progress reports – Mid internship review – Skills Development – Interview.

Learning Outcomes: At the end of the unit, the student will be able to:

- Applies theory/concepts learned in classroom at Work place (L3)

## Unit 3                POST-INTERNSHIP

Final report – Presentation -Reflection Essay.

Learning Outcomes: At the end of the unit, the student will be able to:

- Builds professional growth and career paths. (L2)

## Course Outcomes:

At the end of the course, the student will be able to

1. Demonstrate practical understanding of business operations

Blooms Level of Learning  
L2

## CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA28P.1	3	3	3	3	3	3	3	3

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** TECHNICAL WRITING AND INTELLECTUAL PROPERTY RIGHTS  
**Category** AU  
**Course Code** 24EMBA29T

**Year** I MBA  
**Semester** II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
2	0	0	0

## Course Objectives:

- Identify an appropriate research problem in their interesting domain.
- Understand ethical issues understand the Preparation of a research project thesis report.
- Understand the Preparation of a research project thesis report
- Understand the law of patent and copyrights.
- Understand the Adequate knowledge on IPR

## Unit 1 INTRODUCTION TO RESEARCH METHODOLOGY 5

Meaning of research problem, Sources of research problem, Criteria - Characteristics of a good research problem, Errors in selecting a research problem, scope, and objectives of research problem. Approaches of investigation of solutions for research problem, data collection, analysis, interpretation, Necessary instrumentations.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the research problems and errors in selecting a research problem. (L2)
- Examine the various approaches of investigation of solutions for research problem. (L2)

## Unit 2 TECHNICAL WRITING 5

Effective literature studies approaches, analysis Plagiarism, Research ethics, Effective technical writing, how to write report, Paper Developing a Research Proposal, Format of research proposal, a presentation and assessment by a review committee.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the effective literature studies and approaches. (L2)
- Apply the basics of technical writing in drafting papers. (L3)
- Understand the format of a research proposal. (L2)

## Unit 3 INTELLECTUAL PROPERTY 10

Retail Pricing Strategies - Approaches for Setting Prices - Price Adjustments - Using Price to Stimulate Retail Sales - Nature of Intellectual Property: Patents, Designs, Trade and Copyright. Process of Patenting and Development: technological research, innovation, patenting, development. International Scenario: International cooperation on Intellectual Property. Procedure for grants of patents, Patenting under PCT.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the nature of Intellectual research. (L2)
- Understand the various international scenarios with respect to IPR. (L2)

## Unit 4 PATENT RIGHTS 7

Patent Rights: Scope of Patent Rights. Licensing and transfer of technology. Patent information and databases. Geographical Indications.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basics of Patent rights. (L2)
- Understand Geographical indications. (L2)

**Unit 5 NEW DEVELOPMENTS IN IPR****8**

New Developments in IPR: Administration of Patent System. New developments in IPR; IPR of Biological Systems, Computer Software etc. Traditional knowledge Case Studies, IPR and IITs.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the new developments in IPR. (L4)
- Understand the traditional knowledge related to IPR. (L2)

**Prescribed Textbooks:**

1. Stuart Melville and Wayne Goddard, "Research methodology: an introduction for science & engineering students"
2. Wayne Goddard and Stuart Melville, "Research Methodology: An Introduction"

**Reference Books:**

1. Ranjit Kumar, 2nd Edition, "Research Methodology: A Step-by-Step Guide for 2. beginners".
2. Mayall, "Industrial Design", McGraw Hill, 1992.
3. Halbert, "Resisting Intellectual Property", Taylor & Francis Ltd ,2007
4. Niebel, "Product Design", McGraw Hill, 1974.
5. Asimov, "Introduction to Design", Prentice Hall, 1962.
6. Robert P. Merges, Peter S. Meynell, Mark A. Lemley, "Intellectual Property in New Technological Age", 2016.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Analyze research related information  | L4 |
| 2. Follow research ethics.   | L3 |
| 3. Understand that today's world is controlled by Computer, Information Technology, but tomorrow world will be ruled by ideas, concept, and creativity | L2 |
| 4. Understanding that when IPR would take such important place in growth of individuals & nation.  | L2 |
| 5. Understand that IPR protection provides an incentive to inventors for further research work and investment in R & D.                                | L2 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA29T.1	3	3	-	-	-	1	-	1
24EMBA29T.2	3	2	-	1	-	1	-	1
24EMBA29T.3	2	2	-	-	-	3	-	2
24EMBA29T.4	2	2	-	-	-	3	-	2
24EMBA29T.5	2	2	-	-	-	3	-	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** BUSINESS ANALYTICS  
**Category** PCC  
**Course Code** 24EMBA31T

**Year** II MBA  
**Semester** I Semester  
**Branch** MBA

**Lecture Hours**

3

**Tutorial Hours**

0

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- To describe the basic concepts of Business Analytics (BA).
- To explain the concepts of Descriptive analytics.
- To analyze Data Visualization techniques, Data dash boards, data Mining and Prescriptive analytics.
- To comprehend Financial, HR, Customer and Supply chain analytics.
- To describe the Business role and Business analytics capability in organizations.

## Unit 1 INTRODUCTION

8

Definition and Importance of Business Analytics (BA) – Evolution of BA – Scope of BA – Data for BA – Models in BA.

Learning Out comes: At the end of the unit, the student will be able to:

- Describe the basic concept of Business Analytics. (L2)
- Comprehend the data and models involved in Business Analytics. (L2)

## Unit 2 BA CATEGORIZATION – I

14

Descriptive Analytics; Overview of Descriptive Statistics – Predictive Analytics; trend lines and Regression Analysis, Forecasting Techniques, Simulation and Risk Analysis (Theoretical Overviews Only)

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the Descriptive analytics and Descriptive statistics. (L2)
- Explain the forecasting techniques, simulations and risk analysis. (L2)

## Unit 3 BA CATEGORIZATION – II

16

Data Visualization; Tables, Charts, Advanced Data Visualization and Data Dashboards – Data Mining; Scope of Data Mining, Data Exploration and Reduction, Classification, Classification Techniques – Prescriptive Analytics (Theoretical Overviews Only); Linear Optimization, Integer Linear Optimization, nonlinear Optimization and Decision Analysis

Learning Outcomes: At the end of the unit, the student will be able to:

- Comprehend the knowledge about data visualization and data dashboards (L2)
- Describe the concepts of data mining, data exploration and reduction, classification and prescriptive Analytics. (L2)

## Unit 4 BA IN PRACTICE

10

Financial Analytics – Human Resource Analytics – Customer Analytics – Supply Chain Analytics – Business Process Analytics – Business Intelligence for Analytics, Framework and Brief History.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the functional applications of Business Analytics in Organizations. (L4)
- Describe the technological framework of business intelligence and its history. (L2)

**Unit 5 BUILDING BA CAPABILITY IN ORGANISATIONS****14**

Business Roles – Analytics Ecosystem – Placing Analytics Capabilities in the Organization – Analytics Team Skills and Capacity – Link Between Strategy and BA Deployment – Strategy and BA Scenarios

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the role of analytics in the organizational structure. (L2)
- Describe the relationship between strategy and Business Analytics. (L)

**Prescribed Textbooks:**

1. James R. Evans – Business Analytics; Methods, Models and Decisions – 2nd global edition – Pearson Education, 2017.
2. Dinabandhu Bag – Business Analytics – Routledge, 2017
3. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams – Business Analytics – 3rd edition – Cengage, 2018

**Reference Books:**

1. Rahul Saxena, Anand Srinivasan - Business Analytics; A Practitioner's Guide - Springer, 2013.
2. Bhimasankaram Pochiraju, Sridhar Seshadri – Essentials of Business Analytics; An Introduction to the Methodology and its Applications – Springer, 2019.
3. Gert H.N. Laursen, Jesper Thorlund – Business Analytics for Managers; Taking Business Intelligence beyond Reporting – John Wiley & Sons, Inc., 2010.
4. David Roi Hardoon and Galit Shmueli – Getting Started with Business Analytics; Insightful Decision-Making - CRC Press, 2013.
5. HBR Guide to Data Analytics Basics for Managers – Harvard Business Review Press, 2018.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain the basic concepts of Business Analytics.                                     | L2 |
| 2. Comprehend the different types of Business analytics in Business operations.          | L2 |
| 3. Evaluate Data Visualization techniques and Data Mining in Business organizations.     | L5 |
| 4. Describe HR, Finance, Customers and Supply Chain analytics in Business Organizations. | L2 |
| 5. Analyze the Processes needed to develop, report and analyze the Business Data.        | L4 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA31T.1	2	2	-	-	1	1	-	1
24EMBA31T.2	2	3	-	-	1	1	1	-
24EMBA31T.3	2	2	-	2	-	1	-	1
24EMBA31T.4	3	2	1	-	3	2	1	1
24EMBA31T.5	2	2	-	-	1	2	-	1



# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** GREEN BUSINESS MANAGEMENT  
**Category** PCC  
**Course Code** 24EMBA32T

**Year** II MBA.  
**Semester** I Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To impart students an understanding of green business, its advantages and issues
- To provide knowledge over the strategies for building eco - business.
- To analyze the approaches of ecological economics.
- To elucidate issues at the time of implementing strategies for green business.
- To evaluate green business management techniques and methods.

## Unit 1 INTRODUCTION TO GREEN MANAGEMENT 12

The concepts of Green Management: Evolution: nature, scope, importance and types: Green Management in India: Relevance in twenty first century

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the scope and importance of green management in modern organization. (L2)
- Analyze the evolution of green management concepts and their relevance. (L4)

## Unit 2 ORGANIZATIONAL ENVIRONMENT 12

Indian corporate structure and environment: How to go green: spreading the concept in organization: Environmental and sustainability issues to produce high – tech components and materials, life cycle analysis of materials, sustainable production and its role incorporate environmental responsibility (CER).

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply methods to integrate green practice into organizational structures. (L3)
- Evaluate the impact of sustainability issues on high - production processes. (L4)

## Unit 3 APPROACHES FROM ECOLOGICAL ECONOMICS 12

Indicators of sustainability: Eco – system services and their sustainable use: Bio – Diversity: Indian perspective: Alternate theories.

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify indicators of sustainability and their role in ecological economics. (L2)
- Analyze the importance of biodiversity from an Indian perspective. (L4)

## Unit 4 ENVIRONMENTAL REPORTING AND ISO 14001 12

Climate change business and ISO 14064: Green Financing: Financial Initiative by UNEP, Green energy management: Green product management:

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the Principles of ISO 14001 for environmental management. (L2)
- Applying green financing principles to evaluate financial initiatives by UNEP. (L3)

## Unit 5 GREEN BUSINESS TECHNIQUES AND METHODS 12

Green tax incentives and rebates (to green projects and companies): Green project management in action: Business re – design, Eco – Commerce models.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Apply green tax incentives to green projects and companies effectively. (L2)
- To Analyze the impact of eco- commerce models on business redesign strategies. (L4)

#### Prescribed Textbooks:

1. Vom Broke. J. Seidel. S & Recker. J (Edition 1) (2012) Green Business process management towards the sustainable enterprise, Springer science & Business Media.
2. Sommer. A. (2012) Managing green business model transformations, Springer science & Business Media.
3. Tehrani.N.(2011), Understanding Green Business, Author House, First edition.

#### Reference Books:

1. Green Marketing Management: ZA global perspective by John F.Whaik. Qbase Technologies.
2. Green Project Management by Richard Maltzman and David Shiden, CRC press Book, First Edition.
3. Green and World by Andrew S Winston, Yale press B

#### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

1. Use the concept of green business
2. Build eco – Advantage strategies.
3. Examine the ecological approaches.
4. Develop implementable green business strategies
5. Apply the green business techniques and methods

L2

L2

L2

L3

L3

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA32T.1	2	2	-	-	-	-	-	-
24EMBA32T.2	2	2	-	-	3	-	2	1
24EMBA32T.3	2	2	1	1	2	-	1	2
24EMBA32T.4	2	2	1	-	2	1	1	2
24EMBA32T.5	2	2	1	1	1	-	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** STRATEGIC MANAGEMENT  
**Category** PCC  
**Course Code** 24EMBA33T

**Year** II MBA  
**Semester** I Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand strategic management as a process and basic elements in devising a strategy.
- To learn tools available to understand the role of environment in devising a strategy.
- To discuss various tools and techniques of Strategic analysis and strategic choice.
- To understand various strategic alternatives available for the manager in formulating strategic at different levels.
- To examine strategy evaluation and control.

## Unit 1 CONCEPT OF STRATEGIC MANAGEMENT 12

Definition of Strategy – Strategic Management as a Process – Developing Strategic Vision, Mission, Objectives, Goals and Policies – Factors that Shape a Company's Strategy – Concepts of Core Competence – Crafting Strategy for Competitive Advantage.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain Strategic Management Process in business scenario. (L2)
- Understand core competencies. (L2)

## Unit 2 ENVIRONMENTAL SCANNING AND APPRAISAL 10

Concept of Environment – Components of Environment (Economic, Legal, Political and Technological) – Industry and Competitive Analysis Method – Evaluating Company Resources and Competitive Capabilities – Environmental Scanning Techniques; ETOP, QUEST, and SWOT (TOWS).

Learning Outcomes: At the end of the unit, the student will be able to:

- Discuss environment scanning techniques. (L2)

## Unit 3 STRATEGIC ANALYSIS AND CHOICE 8

Tools and Techniques – Porter's Five Force Model – BCG Matrix, GE Model, Market Life Cycle Model – Organizational Learning and the Experience Curve.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand tools and techniques of strategic analysis. (L2)

## Unit 4 STRATEGY FORMULATION 14

Formulation of Strategy at Corporate, Business and Functional Levels – Types of Strategies; Offensive Strategy, Defensive Strategy, Vertical Integration, Horizontal Integration – Tailoring Strategy to Fit Specific Industry and Company Situations.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understands importance strategies at different levels in the organization. (L2)
- Understand different types of strategies. (L2)

## Unit 5 STRATEGY IMPLEMENTATION AND EVALUATION 12

Project Implementation – Procedural Implementation – Resource Allocation -Organization Structure and Systems in Strategy Implementation – Strategy and Leadership, Corporate Culture, Values, Ethics and Social Responsibility – Strategy Evaluation – Strategic Control – Difference Between Strategic Control and Operational Control

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand strategy and leadership, corporate culture, values, ethics and social responsibility in as organization. (L2)

**Prescribed Textbooks:**

1. Business Policy and Strategic Management, Kazmi, 2/e, TMH.
2. Crafting and Executing Strategy: Concepts and Cases, Thomson, Gamble, Jain, 14/e, TMH.
3. Concepts in Strategic Management and Business Policy, Wheelmen and Hunger, Pearson Education.

**Reference Books:**

1. Strategic Management Concepts and Cases, Fred R. David, 12/e, PHI.
2. Strategic Management, Subba Rao. P, Himalaya.
3. Strategic Management, Ireland, Hoskinson, Hitt, Cengage.
4. Strategic Management – Theory and Application, Habergerg and Rieple, Oxford.
5. Strategic Management – Text and Cases, VSP Rao, Excel.
6. Business Policy and Strategic Management, Sukul Lomash and PK Mishra, Vikas.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Explain the process of Strategic management and the development of Strategic Vision and Mission.
2. Describe the tools related to environmental scanning and formulate the strategies.
3. Summarize the tools available in identifying the strategic choices and Strategic decisions.
4. Evaluate the various strategic alternatives that are available for the Managers and formulate different strategies at different levels.
5. Explain the different factors affecting strategy.

Blooms Level of Learning

L2

L2

L2

L5

L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA33T.1	3	2	1	2	1	1	-	1
24EMBA33T.2	3	2	1	1	1	1	-	2
24EMBA33T.3	2	2	1	-	1	1	1	1
24EMBA33T.4	2	2	1	1	-	1	-	2
24EMBA33T.5	3	2	1	1	-	1	-	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

Title of the Course SEMINAR  
Category SEMINAR  
Course Code 24EMBA34P

Year II MBA  
Semester I Semester  
Branch MBA

Lecture Hours

0

Tutorial Hours

0

Practice Hours

4

Credits

2

## Course Objectives:

- To inspire students to become Job providers rather than Job Seekers.
- To understand budgeting and financial management skills for Long term sustainability of Business.
- To provide ethical business practices and social responsibility in entrepreneurship.
- To understand the strategies of successful entrepreneurs.
- To learn various sources of funding for start-ups.

## SUCCESS STORIES OF ENTREPRENEURS

### Reference Books:

- Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012.
- A G Krishnamurthy, Dhruvas, TMH, 2011

### Journals:

- The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad.
- Journal of Human Values: IIM Calcutta.

### Course Outcomes:

At the end of the course, the student will be able to

- Analyze the companies that got success in the present Business World.
- Explain the product mix concepts and estimate demand for the product
- Describe the problems of procurement of raw materials.
- Analyze the marketing, HR and finance problems of the entrepreneurs.
- Analyze alternatives available to the entrepreneurs.

Blooms Level of Learning

L4  
L2  
L2  
L4  
L4

## CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA34P.1	3	3	2	3	2	2	1	1
24EMBA34P.2	2	2	1	2	2	2	2	1
24EMBA34P.3	2	2	1	2	2	2	2	2
24EMBA34P.4	3	3	2	3	3	2	1	2
24EMBA34P.5	3	3	2	3	3	3	1	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** BUSINESS ANALYTICS LAB  
**Category** PCC  
**Course Code** 24EMBA35L

**Year** II MBA  
**Semester** I Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	3	1.5

## Course Objectives:

- To understand the different Analytical models.
- To Summarize different types of data dashboards.
- To understand the design of various models for summarizing and visualizing data.
- To understand about Spreadsheet models, What-if analysis and Linear Optimization models.
- To understand the recent developments in Visualization software like Tableau, Rapid Miner, Power BI, R and Python Programming.

## Unit 1 DECISION MAKING 12

Decision making – Business Analytics Defined – Categorization of Analytical Methods and models – Big data – Business Analytics in Practice – Descriptive statistics – Types of Data – Modifying Data in Excel – Creating Distributions from data – Measures of Location – Measures of Variability – Analyzing Distributions – Measures of Association between Two variables.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the importance of Business analytics in Practice. (L2)
- Understand the measures of variability and Association. (L2)

## Unit 2 DATA VISUALIZATION 10

Table – Charts – Advanced Data Visualization – Data Dashboards.

Learning Outcomes: At the end of the unit, the student will be able to:

- Discuss about various data visualization tools. (L2)

## Unit 3 OPTIMIZATION MODELS 8

Spreadsheet models & Linear Optimization models – Building Good spreadsheet Models – What-if analysis – Useful Excel functions for Modelling – Linear Optimization Models – Simple Maximization Problem -Simple Minimization problem – Sensitivity analysis.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand different spreadsheet models and Linear Optimization Models. (L2)

## Unit 4 LINEAR REGRESSION AND FORECASTING 14

Linear regression and Forecasting -Simple Linear Regression Model – Least Square Method – Multiple Regression Model – Inference and Regression - Time series Patterns – Forecast Accuracy – Moving Averages and Exponential Smoothing - Regression Analysis for Forecasting.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understands the different Linear Regression Models. (L2)
- Understand Time series Patterns. (L2)

## Unit 5 INTRODUCTION TO LATEST DATA VISUALIZATION TOOLS 12

Recent Developments in Visualization Software – Introduction to Tableau – Rapid Miner – Power BI – Machine Learning - R & Python Programming \_Simple Exercises.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand strategy and leadership, corporate culture, values, ethics and social responsibility in as organization. (L2)

#### Prescribed Textbooks:

1. Jeffrey D Camm, James J. Cochran, Michael J.Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J.Sweeney, Thomas A Williams – Business Analytics, Cengage, 3<sup>rd</sup> edition – 2019.
2. Anil Maheswari, Data Analytics, MCGraw Hill Education (India) private Ltd., Sixth Reprint, 2019.
3. Tim Castello. Lori Bllackshear, Prepare Your data for Tableau: A practical Guide to the Tableau Data Prep tool, Apress, 1<sup>st</sup> Edition, 2020.
4. Daniel G Murray, Tableau your Data: Fast and Easy Visual Analysis with Tableau Software, 2<sup>nd</sup> Edition, January 2016.

#### Reference Books:

1. Sandip Rakshit, R Programming for Beginners, Mc Graw Hill Education, 1<sup>st</sup> edition, 2017.
2. Brian Larson, Data analysis with Microsoft Power BI, Mc Graw Hill Education, 1<sup>st</sup> edition, 2020
3. Dan Clark, Beginning Power BI with Excel, 2013, Apress, 1<sup>st</sup> edition, 2014.
4. Gowrisankar S, Veena A, Introduction to Phyton programming, Chapman and Hall/CRC, 1<sup>st</sup> edition, 2018.

#### Course Outcomes:

At the end of the course, the student will be able to

- |   |                          |
|---|--------------------------|
|   | Blooms Level of Learning |
| 1. Explain the role of business analytics in decision-making processes.   | L2                       |
| 2. Develop skills in using various data visualization techniques, including creating tables, charts, and dashboards.  | L3                       |
| 3. Analyze spreadsheet models, including linear optimization models, and apply what-if analysis and sensitivity analysis to solve business problems.                            | L4                       |
| 4. Interpret linear regression models, analyze time series data, and apply forecasting techniques such as moving averages and exponential smoothing to predict business trends. | L4                       |
| 5. Explain data visualization, machine learning, and programming.   | L2                       |

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA35L.1	2	2	-	-	-	1	-	1
24EMBA35L.2	3	2	-	2	2	2	-	1
24EMBA35L.3	3	3	-	-	2	2	-	2
24EMBA35L.4	3	3	-	-	2	2	-	1
24EMBA35L.5	2	2	-	-	2	2	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** MOOC'S (Massive Open Online Course)  
**Category** PCC  
**Course Code** -

**Year** II MBA  
**Semester** I Semester  
**Branch** MBA

**Lecture Hours**

0

**Tutorial Hours**

0

**Practice Hours**

12 Weeks

**Credits**

3

## Course Objectives:

- To Provide high quality education, that is easily accessible to everyone at free cost.

**MOOCs (Massive Open Online Courses)** are online courses designed to provide large-scale access to education, often free of charge, to learners around the world. They are offered by universities, educational institutions, and other platforms to make high-quality learning more accessible. Popular platforms offering MOOCs include Coursera, Swayam, NPTEL, edX, Udemy, and Future Learn

## Course Outcomes:

At the end of the course, the student will be able to  
1. Summarize about different aspects of Business.

Blooms Level of Learning  
L2

## CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
MOOC's	3	3	3	3	3	3	3	3



# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** INDUSTRY 4.0 AND INNOVATION  
**Category** PCC  
**Course Code** 24EMBA41T

**Year** II MBA.  
**Semester** II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To impart students an understanding of the key aspects of Industrial revolutions.
- To explore the pillars of Industry 4.0 and internet of things.
- To different types of analytics and their applications in decision making.
- To elucidate the role of ecosystems in Industry 4.0.
- To evaluate different strategies for competing sector wise preparedness and smart industry readiness.

## Unit 1 INTRODUCTION TO VARIOUS ASPECTS OF INDUSTRIAL REVOLUTIONS 9

The 4<sup>th</sup> industrial Revolution: the various industrial revolutions, Japanese vs western approach for manufacturing excellence, Introduction to Industry 4.0, Overview on Mechatronics, sensing and actuation, communication and networking, Digitalization and the networked economy, drivers, enablers, compelling forces and challenges for Industry 4.0. the journey so far developments of industry 4.0 in developed countries, comparison of industry 4.0 factory and Today's factory, Developments in industrial revolution, its impact on governments, business, civil society and individuals, and offers build ideas.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain key difference between Japanese and western manufacturing approaches. (L2)
- Compare industry 4.0 factories with today's traditional factories. (L3)

## Unit 2 PATH TO FOURTH INDUSTRIAL REVOLUTION 09

Features and uniqueness of the cyber physical systems introduction to pillars of industry 4.0, Collaborative platform and product lifecycle Management, Manufacturing as a Administration, Horizontal and vertical integration, smart factory, smart manufacturing, smart devices and products, smart logistics, smart cities, internet of things (IOT) & Industrial internet of things (IIOT), overview of reference architectural model industries 4.0 (RAMI 4.0), internet of services.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply principles of smart manufacturing to design a smart factory. (L3)
- Analyze the impact of vertical and horizontal integration in industry 4.0. (L4)

## Unit 3 DATA AND ANALYTICS 09

Resource- based view of a firm and importance of data as a new resource for organizations, Big data analytics (BDA) and significance of V'S of Big data. Overview of software defined network (SDN), Harnessing and sharing knowledge in organizations, four types of Analytics, Descriptive, Diagnostics, Predictive and prescriptive analytics, Artificial Intelligence, Cloud computing basis.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the significance of the Vs of Big data analytics. (L2)
- Analyze different types of analytics and their applications in decision making (L4)

**Unit 4 ECOSYSTEMS FOR INDUSTRY 4.0****09**

Robots and Cobots, mobile computing, supporting systems and related disciplines for 4.0 such as Augmented reality, virtual reality and mixed reality, Additive manufacturing, automated guided vehicle (AGV), Cyber security.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply augmented reality concepts to enhance manufacturing processes, (L3)
- Evaluate the role of cyber security in protecting industry 4.0 ecosystems. (L4)

**Unit 5 CHALLENGES AND PREPAREDNESS****09**

Opportunities and challenges, Future of work system and skill requirements, leadership for industry 4.0. Strategies for competing in an industry 4.0 era introduction to smart industry readiness index (SIRI), overview of society 5.0. Other applications and case studies industry 4.0 laboratories (CII 4.0), Sector wise and / or function wise e.g. Health care, Automobile, Banking, Power etc. or industry management quality control, plant safety and security, facility management etc.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the importance of leadership skills in the industry 4.0 era. (L2)
- Analyze sector wise preparedness of Industries. (L4)

**Prescribed Textbooks:**

1. Industry 4.0: The Industrial Internet of Things, Alasdair Gilchrist, Apress, 2016.
2. Shaping the Future of the Fourth Industrial Revolution, Klaus Schwab, Currency, 2018.
3. Industry 4.0: Managing The Digital Transformation, Alp Ustundag, Emre Cevikcan, Springer, 2017.

**Reference Books:**

1. Industry 4.0: The Smart Factory, Jan Markus Lindemann, 2020
2. Open Innovation: The New Imperative for Creating and Profiting from Technology, Henry Chesbrough, Harvard Business Review Press, 2005
3. Innovation and Entrepreneurship: Practice and Principles, Peter F. Drucker, Routledge, 1985.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Summarize industrial revolutions and its different aspects   | L2 |
| 2. Explain the role of technology pillars of industry 4.0   | L2 |
| 3. Illustrate the use of data in effective decision making.   | L3 |
| 4. Illustrate the need of ecosystem and Industry 4.0  | L3 |
| 5. Examine the challenges faced by various industries 4.0 in full fledge implementation of industry 4.0 | L2 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA41T.1	2	2	-	-	1	1	-	-
24EMBA41T.2	2	2	-	-	2	2	-	1
24EMBA41T.3	2	2	-	-	1	2	-	1
24EMBA41T.4	2	2	-	-	1	2	-	-
24EMBA41T.5	2	2	-	-	1	1	-	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** CORPORATE SOCIAL RESPONSIBILITY  
**Category** PCC  
**Course Code** 24EMBA42T

**Year** II MBA.  
**Semester** II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the concept of CSR and the theoretical underpinnings.
- To understand the stakeholder approaches.
- To provide an experiential, integrative, substantive, and high-quality experience surrounding issues of CSR.
- To understand the sustainability through CSR
- To acquaint the students with the various theories of CSR

## Unit 1 CORPORATE SOCIAL RESPONSIBILITY 9

Defining CSR- Aim and Objectives, Components of CSR, Key drivers, History and Evolution of CSR in the Indian and International Context, CSR Policies and Governance, Laws and Regulations, Competencies of CSR Professional.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand CSR objectives and components. (L2)
- To Analyze CSR policies and Governance (L4)

## Unit 2 STAKEHOLDERS ENGAGEMENT 10

Stakeholders' engagement, Interaction in a Multi-Stakeholder context: CSR role on internal environment: Employees, Human Resource Management, Labor security and human rights, Health and safety, CSR role on External environment: 1. Customers: Consumer rights, and movements affecting CSR 2. Community: Community involvement. 3. Shareholders 4. Suppliers.

Learning Outcomes: At the end of the unit, the student will be able to:

- Applying stakeholders' engagement strategies. (L3)
- Analyzing CSR impact on employees and suppliers. (L4)

## Unit 3 CSR TOWARDS ENVIRONMENT AND BIODIVERSITY 9

Environment: Need for Environmental Assessments, Governments response to CSR Role of Biodiversity, Climate change and Environment in business, Environmental Compliance.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the environmental assessments and compliance. (L2)
- Analyzing the role of Biodiversity in CSR. (L4)

## Unit 4 SUSTAINABILITY 7

The concept of sustainability and its relevance to CSR – Benefits and Business case for CSR and Sustainability – Factors hindering CSR activities in companies – integration of Sustainability into Business strategy – Challenges and Emerging trends in CSR and sustainability.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the Business case for CSR and Sustainability. (L2)
- Analyzing challenges in CSR and Sustainability integration. (L4)

**Unit 5 THEORIES OF CSR****10**

Theories of CSR: A.B Carroll, Wood and stakeholders' theories, the triple bottom line approach, stakeholders' engagement, Standards and codes – SA 8000, The global compact, GRI, etc. as well as international standards including ISO 26000.

Learning Outcomes: At the end of the unit, the student will be able to:

- Applying CSR theories to real – world scenarios. (L3)
- Analyzing standards and codes for CSR implementation. (L4)

**Prescribed Textbooks:**

1. Agarwal, S (2008) Corporate social Responsibility in India. Los Angeles Response publications.
2. Visser.W (2007) The A to Z of corporate social Responsibility. A complete reference guide to concepts, codes and organizations, Chichester, England: John Wiley & Sons.
3. Werther. W & Chandler.D (2006) Strategic corporate social responsibility: stakeholders in a global environment, Thousand Oaks: Sage Publications.

**Reference Books:**

1. Baxi.C (2005) Corporate social responsibility: Concepts and cases: The Indian experiences, New Delhi, India: Excel Books.
2. Crane.A (2008) Corporate social responsibility: Readings and cases in global context. London Routledge.
3. Visser.W (2011) The age of responsibility CSR 2.0 and the new DNA of business chichester, West Sussex: John Wiley & Sons.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Familiarize the concepts of CSR and the theoretical underpinnings.
2. Analyze the importance of stakeholder approaches in CSR
3. Evaluate the issues that are surroundings the concept of corporate social responsibility.
4. Examine the benefits of CSR
5. Familiarize with theories of CSR

Blooms Level of Learning

L2  
L4  
L5  
L2  
L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA42T.1	2	2	-	1	-	1	3	1
24EMBA42T.2	2	2	-	-	-	1	3	2
24EMBA42T.3	2	2	-	3	-	1	3	1
24EMBA42T.4	2	2	-	2	1	1	3	2
24EMBA42T.5	2	2	-	1	1	1	3	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** COMPREHENSIVE PROJECT WORK  
**Category** PROJECT  
**Course Code** 24EMBA43P

**Year** II MBA  
**Semester** II Semester  
**Branch** MBA

**Lecture Hours**

0

**Tutorial Hours**

0

**Practice Hours**

0

**Credits**

8

## Course Objectives:

- To make the students familiar to apply the knowledge gained from the theoretical subjects in the entire course.

Students are required to take up a project work, in which the student can choose any specific problem of industry or industry-based project work. Alternatively, it can be secondary source based or field-based project work. Before the commencement of the project work, each student is required to submit a synopsis indicating the objectives, methodology and frame work for analysis. The project should have an internal faculty has guide. The student can initiate the project work in the penultimate semester of the course

## Course Outcomes:

At the end of the course, the student will be able to  
Will be able to apply the various concepts in real time scenarios

Blooms Level of Learning  
L3

## CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA43P	3	2	2	2	3	3	2	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course**     MARKETING ANALYTICS  
**Category**                PEC  
**Course Code**            24EMBA3AT

**Year**                    II MBA  
**Semester**            I / II Semester  
**Branch**                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To familiarize the role of analytics and fundamentals of marketing analytics.
- To learn the applications of multivariate analysis to forecast.
- To summarize the customer value and its impact on customer retention.
- To learn the various techniques of market segmentation.
- To learn advertising measuring technique.

## Unit 1                    INTRODUCTION TO MARKETING ANALYTICS                    10

Definition, Importance, Nature and scope, Using Excel to summarize marketing data, estimating demand curves, using solver to optimize price, Price Bundling, Non-linear Pricing, Price Skimming, Revenue management.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the basic concepts of Marketing Analytics (L2)
- Apply advanced Pricing Techniques (L3)

## Unit 2                    SALES FORECASTING                    10

Simple Linear Regression and correlation, forecasting sales using multiple Linear Regression, Modelling Trend and Seasonality, Neural Network for forecasting sales, Conjoint analysis, Estimate using Logistic Regression Modelling, Discrete choice analysis, Forecast sales of a new product.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply simple and multiple linear regression for sales forecasting (L3)
- Apply various forecasting techniques to predict sales for new products. (L3)

## Unit 3                    CUSTOMER VALUE CREATION                    10

Calculating life time customer value, using customer value to value a Business, Monte Carlo Simulation model relationship and optimize customer retention and acquisition spending.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the components that contribute to the calculation of Customer Value (L2)
- Apply Monte Carlo Simulation for Customer Relationship Management (L3)

## Unit 4                    MARKET SEGMENTATION                    12

Cluster analysis for Market segmentation, Collaborative filtering, Item and User based collaborative filtering, Classification trees for segmentation.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the principles of cluster analysis and its application in market segmentation (L2)
- Understand the role of classification trees in segmenting markets based on customer data (L2)

**Unit 5 EFFECTIVENESS OF PROMOTION****12**

Market basket analysis and Lift and RFM analysis, allocating retail space and sales resources, measuring effectiveness of advertising, Media selection tools and pay per click advertising, Internet and social marketing, Networks and Tipping Point, Viral Marketing and Text mining, Advantages and Limitations.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the concepts and applications of Market Basket Analysis, Lift Analysis, and RFM (Recency, Frequency, Monetary Analysis (L2)
- Analyze the role of internet marketing and social media in modern promotional strategies (L4)

**Prescribed Textbooks:**

1. Wayne Winston (2014), marketing Analytics, Wiley India Private Ltd.
2. Rajkumar Venkatesan, Paul Farris, Ronald Wilcox (2015), Cutting edge Marketing Analytics, Pearson.
3. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger, admiral press, Wiley.

**Reference Books:**

1. Gordon S. Linoff, Michael J.A. Berry (2017), Data Mining Techniques for marketing, sales and Customer Relationship Management, Wiley India Limited.
2. Lilien, Gary L., Arvind Rangaswamy and Arnaud Karth De Bruyn (2013), Principles of Marketing Engineering, second Edition, Published by Decision Pro, Inc.
3. U.Dinesh Kumar (2017), Business Analytics, Wiley India Private Ltd.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

1. Understand the basic concepts of marketing analytics.
2. Apply the applications of multivariate analysis to forecast the sales.
3. Evaluate customers value.
4. Design market segmentation strategies.
5. Evaluate the effectiveness of promotional activity of an organization.

L2  
L3  
L5  
L3  
L5

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3AT.1	3	3	1	-	1	1	1	-
24EMBA3AT.2	3	3	1	1	1	3	1	-
24EMBA3AT.3	3	3	2	1	1	3	-	1
24EMBA3AT.4	3	2	1	3	1	2	-	1
24EMBA3AT.5	2	1	1	3	2	3	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** FINANCIAL ANALYTICS  
**Category** PCC  
**Course Code** 24EMBA3BT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To explain concept of financial analytical and investments
- To discuss concept of mutual fund, trends and stock market indices
- To impart knowledge on derivatives and role of derivatives in Indian economy
- To infuse information on charts and graphs to predict the share value
- To discuss tools and techniques for predicting market price of a share

## Unit 1 INTRODUCTION TO FINANCIAL AND INVESTMENT ANALYTICS 12

Meaning, scope, importance of financial analytics – Introduction to Investment – Investment, Speculation and Gambling, Features of Investment, Investment Avenues – Securities Market of India – Securities Trading, and Settlement – Types of Orders – Margin Trading.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the financial analytics (L2)
- To know the investment avenues (L2)

## Unit 2 PERFORMANCE EVALUATION 12

Mutual Funds, Types of Mutual Funds Schemes, Structure, trends in Indian Mutual Funds, Net Asset Value – Introduction to AMFI – Brief Introduction to Indian Stock Market Indices – BSE – NSE – NIFTY – Bank Nifty (Theory Only).

Learning Outcomes: At the end of the unit, the student will be able to:

- To studying the types of mutual funds schemes (L2)
- To understand the brief introduction to Indian Stock Market indices (L2)

## Unit 3 INTRODUCTION TO DERIVATIVES 12

Development and Growth of Derivative Markets, Brief Introduction to Forward – Futures – Options – Option types, Uses of Derivatives, Derivative Markets – MCX –FOREX-INDEX-Stock Options, The Role of Derivatives Market in India – (Theory only).

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the derivative market (L2)
- To know the role of derivatives market in India (L3)

## Unit 4 TECHNICAL ANALYSIS -1 12

Chart Patterns candle Stick reading using open-source websites trading view / money control:

Brief Over view of Chart Screen – loading charts from trading view / Money Control website – Candle stick structure – hammer – reversal patterns – Low Close Doji (LCD) – Gaps Patterns – Continuation Patterns – Wedges, Triangles, and Pennants – M tops – W Bottoms – Stock market technical terminologies Current Market Price – Target Price – Stop Loss – Carry forward trading – BTST – STBT.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the overview of chart screen (L2)
- To know the stock market technical terminologies (L3)



**Unit 5 TECHNICAL ANALYSIS- 2****12**

Indices and Technical Indicators using trading view / money control websites: Why use indicator – Tips for using indicators – Set up, understanding, use of the technical indicators – RSI – Bollinger bands – Pivot Levels – super trends – MACD – Rainbow (Live Data only) – Scalping – Intraday Trading – Positional Trading – Retail Trader – FII – DII in stock market.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the how to use the technical indicators (L2)
- To know the relative strength index model (L2)

**Prescribed Textbooks:**

1. Mastering the Stock Market: High Probability Market Timing and Stock Selection Tools by John L. Person Wiley trading.
2. Investment Analysis and Portfolio Management, Chandra, Tata McGraw Hill.

**Reference Books:**

1. Investment, Bodie, McGraw Hill Book Company
2. Investment Management, V.K. Balla, S. Chand Company Ltd.,
3. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publications.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Understand the concept of financial analytics and investments.
2. Know the concept of mutual fund, trends and stock market indices.
3. Aware of on derivatives and role of derivatives in Indian economy.
4. Demonstrate and practice charts and graphs to predict the share value.
5. Compute in predicting market price of a share using indicators.

Blooms Level of Learning

L2  
L2  
L2  
L2  
L3

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3BT.1	2	1	2	-	1	1	-	1
24EMBA3BT.2	3	2	1	-	1	2	2	1
24EMBA3BT.3	2	2	2	2	1	1	-	1
24EMBA3BT.4	2	2	3	2	1	1	-	1
24EMBA3BT.5	2	2	2	1	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** HUMAN RESOURCE ANALYTICS  
**Category** PEC  
**Course Code** 24EMBA3CT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- Describe foundational knowledge of HR analytics principles and their applications in workforce management.
- Systematically apply qualitative and quantitative techniques to HR Planning and forecasting.
- Summarize behavioral assessment approaches, KPI and Performance drivers.
- Comprehend the knowledge of compensation management and employee training.
- Explain differences between HR Scorecards, Workforce Scorecards, and HR Analytics,

## Unit 1 INTRODUCTION TO HR ANALYTICS 11

Understanding core concepts of HR Analytics. Business Intelligence, Business analytics and its Evolution. Role of Data in HR, Assembling Data, Describing Data, Visualization. Measures of Data, Probability and Managing Uncertainty. HR Analytics: The Third Wave for HR valuecreation.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the basic concepts of HR Analytics and its role in business intelligence. (L2)
- Understand how to collect, describe, and visualize HR data while applying data measures and managing uncertainty to create HR value. (L2)

## Unit 2 HUMAN RESOURCE PLANNING AND FORECASTING 10

Quantitative and Qualitative Dimensions of HR Planning. Methods and Techniques of HR Demand Forecasting. Data Base for Manpower forecasting. Analysis of Labor MarketBehavior. Analyzing Turnover trends.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the quantitative and qualitative aspects of HR planning and various methods for forecasting. (L2)
- Analyze labor market behavior, turnover trends, and use data for effective manpower forecasting. (L4)

## Unit 3 BEHAVIORAL ASSESSMENT IN PERSONNEL SELECTION 11

Approaches to behavioral assessment - Sorting application. Identifying and developing Key Performance Indicators (KPI) - create, Build and maintain a HRScorecard - classification based on performance indicators- identifying performance drivers.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand behavioral assessment approaches, including sorting applications, in the personnel selection process. (L2)
- Summarize skills to identify KPIs, create and maintain an HR Scorecard, and classify employees based on performance indicators and drivers. (L2)

## Unit 4 DESIGNING A COMPENSATION SYSTEM 11

Linking Compensation and performance-Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness with performance and compensation Surveys on employee satisfaction, engagement, work life balance, etc.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Relationship Between Compensation and Performance. (L2)
- Analyze Training needs and measure training effectiveness with performance. (L4)

## Unit 5 **CURRENT APPROACHES TO MEASURING HR AND REPORTING VALUE FROM HR CONTRIBUTIONS.**

12

HR Scorecards & Workforce Scorecards and how they are different from HR Analytics. Overarching components of an effective Analytics framework.

Introduction to Tools that performs HR analytics, Predictive Analytics: Conditions including correlation, causality and isolation. Diagnosing and clarification of symptoms of HR problem

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand how to link compensation with performance to enhance employee effectiveness. (L4)
- Apply analytics tools to assess employee satisfaction, engagement, and work-life balance. (L3)

### Prescribed Textbooks:

1. Sesil. J, (2014), Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management. PrenticeHall.

### Reference Books:

1. Barnett K, Berk J, (2012), Human Capital Analytics. Word Association Publications
2. Fitz-Enz J, (2010), The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.

### Course Outcomes:

At the end of the course, the student will be able to

1. Describe the Basic concepts of HR Analytics
2. Understand the quantitative and qualitative aspects of HR planning and methods for forecasting.
3. Apply behavioral assessment in personnel selection.
4. Analyze Training needs and measure training effectiveness with performance and compensation system
5. Apply current approaches to measuring HR and reporting value from HR contributions.

Blooms Level of Learning

L2

L2

L3

L4

L3

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3CT.1	2	2	-	-	1	1	-	1
24EMBA3CT.2	3	3	1	-	-	2	-	1
24EMBA3CT.3	2	3	1	-	-	1	1	1
24EMBA3CT.4	3	2	1	-	-	1	1	1
24EMBA3CT.5	3	3	-	1	-	-	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** SUPPLY CHAIN ANALYTICS  
**Category** PEC  
**Course Code** 24EMBA3DT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To familiarize the basics of Supply chain analytics.
- To summarize the various strategies related to Supply chain analytics
- To comprehend the working process of Supply chain Analytics.
- To learn the various techniques related to incorporation of Big Data in Supply chain Analytics.
- To understand the various concepts related to e-logistics.

## Unit 1 INTRODUCTION TO SUPPLY CHAIN ANALYTICS 12

Introduction to Supply Chain Management, Evolution of Supply Chain Management, Analytics in Supply Chain Management, A simple definition, Supply Chain Planning, Different views of Supply Chain.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the basic concepts of Supply Chain Analytics (L2)
- Comprehend the different views related to Supply chain (L3)

## Unit 2 SUPPLY CHAIN STRATEGY 12

Supply Chain Strategy, Supply Chain Drivers, Developing Supply Chain Strategy, Strategic Fit in Supply Chain, Demand Forecasting in Supply Chain.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply Supply chain Strategies for effective supply of goods(L3)
- Apply Strategic fit and demand forecasting techniques in Supply chain management. (L3)

## Unit 3 WORKING OF SUPPLY CHAIN ANALYTICS 16

Supply Chain Analytics Importance - The Three Core Components of Supply Chain Analytics, How Supply Chain Analytics Works, What Makes for Good Analytics, Types of Analytics.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the components related to working of supply chain analytics (L2)
- Summarize the different types of Analytics. (L2)

## Unit 4 BIG DATA IN SUPPLY CHAIN ANALYTICS 12

The Importance of Supply Chain Analytics - Big Data in the Supply Chain, Looking at the Benefits of Analytics. Understanding the Basics of Metrics and KPIs - Strategic Goals, Two Strategic Considerations.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the various concepts of big data in supply chain. (L2)
- Understand the basics of Metrics and KPI's in Supply chain Analytics. (L2)

## Unit 5 E-LOGISTICS 12

Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object in SCM

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the relationships among e-procurement, e-logistics, e-markets and e-business processes.

(L2)

- Analyze optimization Business Object in SCM (L4)

**Prescribed Textbooks:**

- Peter W. Robertson, "Supply Chain Analytics: Using Data to Optimise Supply chain processes", Taylor & Francis publisher
- Supply Chain Management by Sunil Chopra, Pearson publications.

**Reference Books:**

- Supply chain Management and Advanced Planning: Concepts, Models, software and case studies, Stadler Hartmut and Kilger Christo graph, 3<sup>rd</sup> Edition, Springer.
- Dynamic Modelling for Supply chain Management, Marquez Adolfo Crespo, springer.

**Course Outcomes:**

At the end of the course, the student will be able to

- Understand the basic concepts of Supply Chain analytics.
- Apply the Supply chain Strategies for effective supply chain management.
- Evaluate the working of Supply chain Analytics.
- Summarize the various concepts of Big Data in Supply chain Analytics
- Evaluate the effectiveness of e-logistics in an organization.

Blooms Level of Learning

L2

L3

L5

L2

L5

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3DT.1	2	2	-	-	1	1	-	1
24EMBA3DT.2	3	2	-	2	1	1	-	-
24EMBA3DT.3	5	3	-	-	-	1	-	-
24EMBA3DT.4	2	2	-	1	1	1	-	-
24EMBA3DT.5	5	3	-	1	1	1	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** DATA VISUALIZATION FOR MANAGERS  
**Category** PEC  
**Course Code** 24EMBA3ET

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the fundamental design principles and different types of data visualization
- To identify both positive and negative impacts of data informed decision across a variety of domains
- To apply the fundamental concepts of data visualization to define a project in your field of study
- To practice the core principles using widely available tools (e.g. Tableau, Power BI)
- Demonstrate the best practice that present your story in the process of creating data visualization and converting raw data into data visualization that provide actionable information.

## Unit 1 INTRODUCTION 12

Introduction to data visualization, mapping data onto aesthetics, coordinate systems and axes. Introduction to Tableau, Installation, Data types in Tableau, Data Analytics in Tableau, saving tableau works- create a simple bar chart and sales forecast using Tableau.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the data visualization, mapping data onto aesthetics (L2)
- To know the data types in Tableau (L2)

## Unit 2 VISUALIZING DISTRIBUTIONS 12

Color Scales, Directory of visualizations, visualizing amounts, visualization distributions: Histograms & density plots, empirical cumulative distributions and q-q plots – Introduction to Microsoft Power BI, Installation – Infer the accurate trends for flight prices using the flight information data set – Plot a histogram for the California housing dataset using Tableau and Power BI.

Learning Outcomes: At the end of the unit, the student will be able to:

- To know color scales, directory of visualizations (L2)
- To understand the Microsoft Power BI (L2)

## Unit 3 VISUALIZING PROPORTIONS 12

Visualizing many distributions at once, visualizing proportions, visualizing associations, visualizing time series, visualizing trends, visualizing uncertainty. Draw box plot, violin plot and ridgeline plot for the temperature data set.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the many distributions at once (L2)
- To know draw box plot, violin plot and ridgeline plot for the temperature data set (L3)

## Unit 4 COLOR AND CODING 12

The principles of proportional link, common pitfalls of color use, redundant coding, multi – panel figures, titles, captions and tables, Balance the data and the context, avoid line drawings, Predict the higher number of crime cases for the crime information data set using Tableau and Power BI.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the principles of proportional link (L2)
- To know avoid line drawings (L3)

**Unit 5 STORY TELLING****10**

Introduction to most used image formats, choosing the right visualization software, telling a story and making a point. Create a dashboard for the COVID-19 data set using Tableau and Power BI practices story telling for adult income data set and explore Q & A in Power BI.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the choosing the right visualization software, telling a story and making a point (L2)
- To know create a dashboard for the COVID – 19 data set using Tableau, and Power BI (I2)

**Prescribed Textbooks:**

1. Fundamentals of Data Visualization by Claus O. Wilke.
2. Visual Analytics with Tableau by Alexander Loth

**Reference Books:**

1. Visual data Story telling with Tableau, Lindy Ryan, Pearson India
2. A Step-by-Step guide for Data Visualization using Tableau by Gourav Singh
3. Best Tableau Dashboard Examples

**Course Outcomes:**

At the end of the course, the student will be able to

1. Employ best practices in data visualization to develop charts, maps, tables and other visual representations of data.
2. Use visualization tools such as Tableau, Power BI to conduct data analysis, especially exploration of an unfamiliar dataset.
3. Create compelling, interactive dashboards to combine several visualizations into a cohesive and functional whole.
4. Utilize advanced Tableau features including parameters, data blending custom, SQL, very large datasets, custom date hierarchies, and others.
5. Use data visualizations, dashboards and Tableau Stories to support relevant communication for diverse audience.

Blooms Level of Learning

L3

L2

L6

L3

L3

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3ET.1	2	1	2	-	1	1	-	1
24EMBA3ET.2	3	2	1	-	1	2	2	1
24EMBA3ET.3	2	2	2	2	1	1	-	1
24EMBA3ET.4	2	2	3	2	1	1	-	1
24EMBA3ET.5	2	2	2	1	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** DATA SCIENCE USING R  
**Category** PEC  
**Course Code** 24EMBA3FT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

**Lecture Hours**

3

**Tutorial Hours**

0

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- To write down a recipe (i.e., a set of ordered steps) for transforming a dataset into a table or figure that describes a pattern;
- To identify and apply functions/ packages in R for accomplishing the steps of this recipe.
- Combine data from multiple (unrelated) sources; and
- Apply best practices in writing code, including using clear naming conventions, commenting steps and avoiding repetition.
- Help ensure that code is error – free and legible to our colleagues and future selves.

## Unit 1 INTRODUCTION TO R

12

Introduction to data analytics, data types and data models, History and Evolution of R, R – Features, R environment setup, R basic syntax, R command prompt, R script file, how to import data into R and R packages.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the data types and data models (L2)
- To know the R – features, syntax and commands (L2)

## Unit 2 R DATA STRUCTURES, DATA TYPES AND VARIABLES

12

Studying Vectors, defining factors, defining list, data frames, Matrixes, and arrays, understanding, R variables, Data type of variable, Type of operators, what is r decision making, Understanding R if statement R switch statement.

Learning Outcomes: At the end of the unit, the student will be able to:

- To studying the vectors, factors list data frames (L2)
- To understand the data types of variables and types of operators (L2)

## Unit 3 R – LOOPS, FUNCTIONS, STRINGS, VECTORS, ARRAYS AND FUNCTIONS

12

Loops, User defined function, Control structures, data manipulation using r, String construction, R vector creating, access, manipulate and merge list, Access array elements, Studying R factors, Generate factor levels.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the loops functions (L2)
- To know the access array elements, studying R factors (L3)

## Unit 4 R WEB DATA AND TEXT MINING

12

Write read Binary file, understanding XML files, Studying R data bases, understanding R my SQL, Query update tables and rows, create / drop table using MySQL, text mining using RQDA and JGR package.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the XXML files and R databases (L2)
- To know the text mining using RQDA and JGR package (L3)



**Unit 5 MACHINE LEARNING USING R****12**

Understanding supervised and non-supervised Techniques, Data partitioning Cluster analysis, linear prediction model, logistic regressing, K-nearest neighbor, Naïve Bayes, Random forests.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the supervised and non-supervised techniques (L2)
- To know K-nearest neighbor, Naïve Bayes, Random forests (L2)

**Prescribed Textbooks:**

1. R for Data Science, Dan Toomy, Packt Publishing Ltd., 2014, ISBN – 978-1-78439-086-0

**Reference Books:**

1. The art of R Programming, Norman Matloff, 2009
2. Introductory Statistics with R, Peter Dalgaard, Springer Science + Business Media, LLC, ISBN: 978-0-387-779053-4.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Understand the need and significance of R software for decision making.
2. Use statistical tools to extract information from raw data
3. Use regression techniques to build predictive models
4. Use data mining techniques to make business decisions
5. Use clustering algorithm for classification

Blooms Level of Learning

L2

L3

L3

L3

L3

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3FT.1	2	1	2	-	1	1	-	1
24EMBA3FT.2	3	2	1	-	1	2	2	1
24EMBA3FT.3	2	2	2	2	1	1	-	1
24EMBA3FT.4	2	2	3	2	1	1	-	1
24EMBA3FT.5	2	2	2	1	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** WEB ANALYTICS  
**Category** PEC  
**Course Code** 24EMBA4AT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- Understand the basic concepts of web analytics.
- Summarize customer-centric approach in dealing with data.
- Comprehend the principles, tools and methods of web and search analytics.
- Apply search engine analytics for business situation.
- Describe the skills to effectively leverage digital analytics tools for optimizing online marketing strategies.

## Unit 1 INTRODUCTION TO WEB ANALYTICS 10

Web Analytics – Basics – Traditional Ways – Expectations – Data Collection – Clickstream Data Weblogs – Beacons – JavaScript Tags – Packet Sniffing – Outcomes data – Competitivedata – Search Engine Data.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the fundamentals of web analytics, including traditional methods and modern expectations. (L2)
- Summarize outcomes data, competitive data, and search engine data to make informed decisions. (L2)

## Unit 2 QUALITATIVE ANALYSIS 12

Qualitative Analysis – Customer Centricity – Site Visits – Surveys – Questionnaires – Website Surveys – Post visits – Creating and Running- Benefits of surveys – Critical components of successful strategy.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply qualitative analysis techniques, such as site visits and customer surveys. (L3)
- Analyze various types of surveys and its benefits. (L4)

## Unit 3 WEB AND SEARCH ANALYTICS 12

Web Analytic concepts – URLS – Cookies – Time on site – Page views – Understand standard reports – Website content quality – Navigation reports (top pages, top destinations, site overlay). – Search Analytics – Internal search, SEO and PPC – Measuring Email and Multichannel Marketing - Competitive intelligence and Web 2.0 Analytics – Segmentation – Connectable reports.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand key web analytics metrics such as URLs, cookies, time on site, and page views. (L2)
- Apply search analytics, measure the effectiveness of email and multichannel marketing campaigns. (L3)

## Unit 4 SEARCH ENGINE ANALYTICS 11

Search Engine Analytics: Analytics - Cookies - Accounts vs Property - Tracking Code - Tracking Unique Visitors - Demographics - Page Views & Bounce Rate Acquisitions - Custom Reporting.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe and manage search engine analytics tools. (L2)
- Analyze data related to visitor behavior, such as bounce rate and acquisition channels, and generate custom reports. (L4)

**Unit 5 GOALS & FUNNELS****12**

Goals & Funnels – Filters - Ecommerce Tracking - Real Time Reports - Customer Data Alert - AdWords Linking - AdSense Linking -Attribution Modelling - Segmentation - CampaignTracking - Multi-Channel Attribution.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze goals and funnels to optimize user conversion paths, apply filters for precise data segmentation. (L4)
- Summarize the data from various sources, such as AdWords, AdSense, and other marketing channels. (L2)

**Prescribed Textbooks:**

- Avinash Kaushik, "Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity", 1<sup>st</sup> Edition, Sybex, 2009.

**Reference Books:**

- Michael Beasley, "Practical Web Analytics for User Experience: How Analytics can help you Understand your Users", 1<sup>st</sup> Edition, Morgan Kaufmann, 2013.
- Magy Seif El-Nasr, Anders Drachen, Alessandro Canossa, "Game Analytics: Maximizing the Value of Player Data", 1<sup>st</sup> Edition, Springer, 2013.
- Bing Liu, "Web Data Mining: Exploring Hyperlinks, Content, and Usage Data", 2<sup>nd</sup> Edition, Springer, 2011.
- Justin Cutroni, "Google Analytics", 1<sup>st</sup> Edition, O'Reilly, 2010.
- Eric Fattman, Shiraz Asif, Feras Alhlou, "Google Analytics Breakthrough", John Wiley & sons, 2016.

**Course Outcomes:**

At the end of the course, the student will be able to

- Describe the concepts and terminologies related to web analytics.
- Explain various parameters used for web analytics and their impact.
- Apply the tools and techniques of web and search analytics.
- Apply the websites, web data insights and conversions, search engines in management.
- Analyze the skills to effectively leverage digital analytics tools for optimizing online marketing strategies

Blooms Level of Learning

L2  
L2  
L3  
L3  
L4

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4AT.1	2	2	-	-	1	1	-	1
24EMBA4AT.2	2	3	-	1	-	-	1	1
24EMBA4AT.3	3	2	-	1	-	-	-	1
24EMBA4AT.4	2	3	-	-	-	1	-	1
24EMBA4AT.5	3	2	1	1	-	-	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** PREDICTIVE MODELLING (USING R/PYTHON)  
**Category** PEC  
**Course Code** 24EMBA4BT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To comprehend the terms and terminologies of predictive modeling.
- To summarize the various predictive models, their merits, demerits and application.
- To apply various analytical tools available for predictive modeling.
- To describe the predictive modeling markup language.
- To explain the technologies in predictive modeling

## Unit 1 INTRODUCTION TO PREDICTIVE MODELING 11

Core ideas in data mining - Supervised and unsupervised learning - Classification vs. Prediction - Steps in data mining- SEMMA Approach - Sampling -Pre-processing - Data cleaning - Data Partitioning - Building a model - Statistical models - Statistical models for predictive analytics.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the key terms and concepts in predictive modeling. (L2)
- Apply simple predictive models using basic algorithms. (L3)

## Unit 2 PREDICTIVE MODELING BASICS 12

Data splitting – Balancing- Over fitting –Oversampling –Multiple Regression Artificial neural networks (MLP) - Variable importance- Profit/loss/prior probabilities - Model specification - Model selection - Multivariate Analysis.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply the Data Splitting and Balancing Techniques. (L3)
- Evaluate predictive models using multiple regression and artificial neural networks. (L5)
- Apply techniques for model specification and selection in the context of multivariate analysis.(L3)

## Unit 3 PREDICTIVE MODELS 12

Association Rules-Clustering Models –Decision Trees- Ruleset Models- KNearest Neighbors – Naive Bayes - Neural Network Model – Regression Models – Regression Trees – Classification & Regression Trees (CART) – Logistic Regression – Multiple Linear Regression Scorecards – Support Vector Machines – Time Series Models - Comparison between models - Lift chart Assessment of a single model.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply and Compare Predictive Modeling Techniques. (L3)
- Evaluate the performance of individual models using appropriate metrics and techniques. (L4)

## Unit 4 PREDICTIVE MODELING MARKUP LANGUAGE 11

Introduction to PMML – PMML Converter - PMML Structure – Data Manipulation in PMML – PMML Modeling Techniques - Multiple Model Support – Model Verification.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the basic structure and components of PMML. (L2)
- Understand the usage of creation, modification, and verification of predictive models using PMML. (L3)

**Unit 5 TECHNOLOGIES AND CASE STUDIES****12**

Weka – RapidMiner – IBM SPSS Statistics- IBM SPSS Modeler – SAS Enterprise Miner – Apache Mahout –R Programming Language. -Real time case study with modeling and analysis.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand and utilize predictive modeling tools and technologies. (L2)
- Apply predictive modeling tools to real-time case studies. (L3)

**Prescribed Textbooks:**

1. Kattamuri S. Sarma, "Predictive Modeling with SAS Enterprise Miner: Practical Solutions for Business Applications", 3rd Edition, SAS Publishing, 2017
2. Alex Guazzelli, Wen-Ching Lin, Tridivesh Jena, James Taylor, "PMML in Action Unleashing the Power of Open Standards for Data Mining and Predictive Analytics", 2nd Edition, Create Space Independent Publishing Platform, 2012.

**Reference Books:**

1. Ian H. Witten, Eibe Frank, "Data Mining: Practical Machine Learning Tools and Techniques", Morgan Kaufmann Series in Data Management Systems, Morgan Kaufmann, 3rd Edition, 2011.
2. Eric Siegel, "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die", 2nd Edition, Wiley, 2016.
3. Conrad Carlberg, "Predictive Analytics: Microsoft Excel", 1st Edition, Que Publishing, 2012.
4. Jeremy Howard, Margit Zwemer, Mike Loukides, "Designing Great Data Products- Inside the Drivetrain train Approach, a Four-Step Process for Building Data Products – Ebook", 1st Edition, O'Reilly Media, March 2012.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Describe the basic concepts of predictive models.
2. Apply the various predictive models using PMML.
3. Evaluate the performance of individual models using Predictive Modeling Techniques.
4. Explain the basic structure and components of predictive modeling markup language in data manipulation.
5. Apply various predictive modeling tools to real time case studies.

Blooms Level of Learning

- L2  
L3  
L5  
L2  
L3

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4BT.1	2	2	-	-	-	-	-	1
24EMBA4BT.2	2	2	-	-	-	-	-	1
24EMBA4BT.3	2	2	1	-	-	-	-	1
24EMBA4BT.4	2	2	-	-	-	-	-	1
24EMBA4BT.5	2	2	-	-	-	-	-	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** TEXT ANALYTICS  
**Category** PEC  
**Course Code** 24EMBA4CT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- Understand the process of rapid automatic keyword extraction.
- Summarize the skills to classify and cluster documents using techniques
- Apply text visualization techniques for anomaly and trend detection
- Analyze and extract meaningful insights from text streams by mastering feature extraction, event and trend detection, and embedding semantics.
- Apply text analysis techniques to real-world applications by predicting stock price movements from newspaper headlines.

## Unit 1 TEXT EXTRACTION 10

Introduction- Rapid automatic keyword extraction: candidate keywords, keyword scores, adjoining keywords, extracted keywords-Benchmark evaluation: precision and recall, efficiency, stop list generation, Evaluation on new articles.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Process of Rapid Automatic Keyword Extraction. (L2)
- Describe the Performance of Keyword Extraction Techniques. (L2)

## Unit 2 DOCUMENT CLASSIFICATION AND CLUSTERING 12

Multilingual document clustering: Multilingual LSA, Constrained clustering with k-means classification, Classification algorithms for Document Classification, Content-based spam email classification, Topic modelling and Entity resolution.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the application of multilingual LSA and constrained clustering using k-means. (L2)
- Apply Classification Algorithms to Real-World Scenarios like content-based spam email classification and topic modeling. (L3)

## Unit 3 ANOMALY AND TREND DETECTION 12

Text visualization techniques: Visualization in text analysis, Tag clouds, tag clouds, authorship and change tracking, Data Exploration and the search for novel patterns, sentiment tracking, visual analytics and Future Lens, scenario discovery.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand text visualization methods like tag clouds and authorship tracking. (L2)
- Summarize visual analytics tools, such as Future Lens, to detect novel patterns, sentiment changes, and trends in textual data. (L2)

## Unit 4 TEXT STREAMS 11

Events and trends in text streams: Introduction, Text streams, Feature extraction and data reduction, Event detection, Trend detection, Event and trend descriptions. Embedding semantics in LDA topic models: Introduction, vector space modelling, latent semantic analysis, probabilistic latent semantic analysis, Latent Dirichlet allocation.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Basics of Event and Trend Detection in Text Streams. (L2)
- Apply the knowledge of embedding semantics in LDA topic models using space modeling and latent semantic analysis techniques. (L3)

## Unit 5 APPLICATIONS

12

Predicting Stock Price Movements Based on Newspaper Headlines, Working with Social media Text Data, Decision support system for Health care.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the Impact of Text Data on Predicting Stock Prices. (L4)
- Apply Text Analysis in Social Media and Healthcare. (L3)

### Prescribed Textbooks:

1. Michael W. Berry & Jacob Kogan, Text Mining Applications and Theory, First edition, Wiley publications, 2010.
2. Aggarwal, Charu C., and ChengXiangZhai, Mining text data, First edition, Springer Science & Business Media, 2012.

### Reference Books:

1. Miner, Gary, Practical text mining and statistical analysis for non-structured text data applications, Academic Press, 2012.
2. Srivastava, Ashok N., and MehranSahami, Text mining: Classification, clustering, and applications", Chapman and Hall/CRC, 2009.
3. Buitelaar, Paul, Philipp Cimiano, and Bernardo Magnini, Ontology learning from text: methods, evaluation and applications, IOS press, 2005.

### Course Outcomes:

At the end of the course, the student will be able to

- |   |                                |
|---|--------------------------------|
| 1. Understand the methods for keyword extraction from documents.                              | Blooms Level of Learning<br>L2 |
| 2. Summarize classification and clustering methods for classifying and grouping of documents. | L2                             |
| 3. Apply and explore text visualization techniques and anomaly detection                      | L3                             |
| 4. Explain about Events and trends in text streams  | L2                             |
| 5. Apply the text applications in various domains.  | L3                             |

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4CT.1	2	2	--	-	1	-	-	2
24EMBA4CT.2	2	3	-	-	-	-	-	2
24EMBA4CT.3	2	3	-	-	1	1	-	2
24EMBA4CT.4	3	3	-	-	-	1	-	2
24EMBA4CT.5	2	3	-	-	1	1	-	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** BUSINESS DATA MINING  
**Category** PEC  
**Course Code** 24EMBA4DT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the key concepts and techniques of Data Mining.
- To apply data mining techniques to solve business problems.
- To develop skills in using mining software tools.
- To interpret and communicate the results of data mining analysis effectively.
- To explore the ethical and legal considerations in data mining.

## Unit 1 INTRODUCTION TO DATA MINING 12

Overview of Data Mining, Importance of Data Mining in Business, Data Mining Vs Traditional Statistical methods, understanding Business problems through data, Data collection and exploration, Data Cleaning and Preprocessing Techniques, Handling Missing Data and outliers.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the basic concepts of Data mining (L2)
- Apply data cleaning and Preprocessing techniques in data mining. (L3)

## Unit 2 CLASSIFICATION TECHNIQUES 12

Introduction to classification and predictive Modelling, Decision trees, random Forests and Neural networks, Model Evaluation Metrics: Accuracy, Precision, Recall.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply classification and predictive modelling in data decision making. (L3)
- Apply model evaluation metrics in data decision techniques. (L3)

## Unit 3 DATA MINING TECHNIQUES-1 16

Regression Analysis: Linear and Logistics Regression, model assumptions and Diagnostics, Overfitting and Regularization Techniques.

Clustering techniques: Introduction to clustering and segmentation, K-Means, hierarchical clustering, cluster evaluation and validation.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the regression analysis and its applications in Business. (L2)
- Apply clustering techniques for data evaluation and validation (L3)

## Unit 4 DATA MINING TECHNIQUES-2 12

Association Rule Mining: Market Basket analysis and Association Rules, Apriori Algorithms And FP-Growth Algorithm -evaluation of Association rules: Support, Confidence, Lift; Text mining, Big data tools and techniques.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Association rules related to data mining. (L2)
- Apply Big data tools and Techniques for data decision making. (L2)



**Unit 5 ADVANCED TOPICS IN DATA MINING****12**

Ensemble methods: Boosting, bagging; Time Series Analysis and forecasting, Anomaly detection techniques, Ethical and Legal issues in Data Mining.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the concepts and applications of ensemble methods. (L2)
- Comprehend the ethical and legal issues in data mining. (L4)

**Prescribed Textbooks:**

1. Data Mining for Business Analytics: Concepts, techniques and Applications by Shrmueli, Patel and Bruce.
2. Concepts and techniques by J.Hans and M.Kamber Publisher Morgan Kaufmann Publishers.

**Reference Books:**

1. Modern data Warehousing, Mining and Visualization by George M Marakas, Pearson Publisher.
2. U.Dinesh Kumar (2017), Business Analytics, Wiley India Private Ltd.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Understand the basic concepts of data mining
2. Apply the different classification techniques in data analysis.
3. Apply regression and cluster analysis techniques in data analysis.
4. Summarize association rules in relation to data mining decisions
5. Comprehend the advanced topics in decision making.

Blooms Level of Learning

L2

L3

L3

L2

L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4DT.1	2	2	--	-	1	-	-	2
24EMBA4DT.2	2	3	-	-	-	-	-	2
24EMBA4DT.3	2	3	-	-	1	1	-	2
24EMBA4DT.4	3	3	-	-	-	1	-	2
24EMBA4DT.5	2	3	-	-	1	1	-	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** INVESTMENT AND PORTFOLIO MANAGEMENT  
**Category** PEC  
**Course Code** 24EMBA3GT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

**Lecture Hours**  
3

**Tutorial Hours**  
0

**Practice Hours**  
0

**Credits**  
3

## Course Objectives:

- To analyze stock price behavior in market this is affected by various factors by calculating various technical indicators.
- To apply stock and option valuation models in portfolio management.
- To understand various investment types traded in security market, regulations of stock exchange and the basic process involved in investment.
- To examine common stock, the stock market, stock options, and approaches of investing in the stock market and building stock portfolios.
- To provide students with a basic introduction to portfolio theory and study various methods of modelling the risk associated with stock investment such as the capital asset pricing model and arbitrage pricing theory.

## Unit 1 INTRODUCTION TO INVESTMENT AND PORTFOLIO MANAGEMENT 10

Definition – Investment Attributes – Investment vs Speculation – Portfolio Management; Definition and Portfolio Management Process.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management. (L3)

## Unit 2 FUNDAMENTAL ANALYSIS& TECHNICAL ANALYSIS 15

Key variables of Macro Economic Analysis – Industry Life Cycle Analysis – Study of the structure and Characteristics of an Industry – Porter's Model – Company Analysis – A study of Financials – A study of other factors – Fundamental Analysis vs Technical Analysis – Dow Theory – Technical Indicators – Moving Averages and Relative Strength Index (RSI).

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze portfolio performance. (L4)
- Analyze trending volumes to confirm price trends and identify potential reversals, overbought or oversold conditions. (L4)

## Unit 3 EVALUATION OF PORTFOLIO RISK 15

Valuation of bond -Equity Valuation Models- Intrinsic Value, Market Value of Dividend Model, PE Multiple, Free cash flow – Technical Analysis– Estimation and Adjustment of Beta.

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify the working of global financial markets and instruments. (L2)
- Demonstrate the ability to work independently or as part of team, for managing investment portfolios. (L3)

#### Unit 4 MEASUREMENT OF RETURN AND RISK 10

Return – Components of Return – Measuring Historical Return – Risk; Definition, Classification, Systematic Risk, Unsystematic Risk, Standard Deviation, Variance – Measuring Expected Return and Risk.

Learning Outcomes: At the end of the unit, the student will be able to:

- Calculate the return and risk of a portfolio of assets. (L2)
- Understand how to calculate Systematic Risk and Unsystematic Risk. (L2)

#### Unit 5 PORTFOLIO MANAGEMENT 10

Portfolio Models – Markowitz Model – Sharpe Single Index Model – Capital Asset Pricing Model – Performance Measures – Sharpe Measure – Jensen Measure – Treynor Measure – Exchange Traded Funds – Inverse Funds – Investment in Foreign Countries – Impact of Global Diversification.

Learning Outcomes: At the end of the unit, the student will be able to:

- Able to valuation of stocks and bonds, Identify the working of global financial markets and instruments (L2)
- Able to value stocks and bonds, and compensate shareholders in the most convenient way (L3)

#### Prescribed Textbooks:

1. Investment Analysis and Portfolio Management, Chandra McGraw Hill 2009.
2. Security Analysis and Portfolio Management, Sudhindra Bhat, 2008 Excel.
3. Investment Management, V.K. Balla, S.K. Tuteja, Sultan & Chand Company Ltd, 2009.
4. Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai, 2009

#### Reference Books:

1. Security Analysis and Portfolio Management, Avadani, Himalaya Publishers, 2009.
2. Investment analysis Portfolio Management, Rely & Brown, Cengage, 8/e, 2009.
3. Investment, Bodie, McGraw Hill Book Company, 2009.
4. Security Analysis and Portfolio Management, Ranganathan & Madhumathi, Pearson Education, 2004.

#### Course Outcomes:

At the end of the course, the student will be able to

1. Apply appropriate theories, principles and concepts that are relevant to Investment analysis and Portfolio Management.
2. Analyze Portfolio Performance.
3. Examine Systematic Risk and Unsystematic Risk of a security by using the Financial Instruments.
4. Summarize the common practices in Portfolio management
5. Evaluate Risk of a Stock or a Portfolio position.

Blooms Level of Learning

L3  
L4  
L2  
L2  
L5

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3GT.1	3	2	1	2	3	1	-	-
24EMBA3GT.2	2	3	2	3	2	1	-	2
24EMBA3GT.3	3	2	2	2	2	-	1	-
24EMBA3GT.4	2	2	2	2	2	-	1	-
24EMBA3GT.5	2	2	2	-	1	2	1	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** FINANCIAL INSTITUTIONS, MARKETS AND SERVICES  
**Category** PEC  
**Course Code** 24EMBA3HT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the money market instruments and their services in India.
- To understand Capital Market, Banking and Non-Banking financial institutions.
- To understand the fundamental concepts and working of financial service and institutions.
- To develop knowledge related to NSE and Credit rating agencies in India
- To create awareness on housing finance, asset-based finance and credit syndication.

## Unit 1 INTRODUCTION TO FINANCIAL SYSTEM 12

The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions - Function and Role of RBI, Monetary Policy and techniques of RBI. Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the role of regulatory bodies in regulating how banks manage their capital. (L2)

## Unit 2 BANKING AND NON-BANKING INSTITUTIONS 10

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

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the fundamentals of financial markets and financial instruments. (L2)
- Analyze functions of SEBI And Regulation of Primary and Secondary Markets and Reserve Bank of India. (L4)

## Unit 3 ASSET BASED FINANCIAL SERVICES 10

Leasing; Definition, Types, Advantages, Process and Evaluation – Hire Purchase; Evolution, Process, Parties and Legal Framework – Venture Capital; Growth of Venture Capital in India, Financing Pattern Under Venture Capital, Legal Aspects and Guidelines for Venture Capital – Factoring; Definition, Functions, Advantages, Evaluation and Forfeiting.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the asset based financial services in India (L4)
- Demonstrate an awareness of the current structure and regulation of the Indian financial services sector (L2)

## Unit 4 FEE BASED FINANCIAL SERVICES 15

Stock Broking – Registration– Clearing and Settlement Procedure at NSE – Margin Trading – Credit Rating; Definition, Process and Credit Rating Agencies in India. Infrastructure Financing – Credit Syndication – Housing Finance – Insurance Services – Mortgage Guarantee Service – Micro Finance; Features and Guidelines.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the stock brokering roles and responsibilities and housing finance and mortgage procedure (L4)
- Apply credit Rating and settlement procedures at National stock Exchange in India. (L3)

**Unit 5 FINANCIAL AND SECURITIES MARKETS****13**

Primary and Secondary Markets, Structure and functions of Money Market, -Call money market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets: - Organization and structure, listing trading and settlement of securities market, The role and functions of SEBI.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the trading and settlement of securities market, The role and functions of SEBI. (L4)

**Prescribed Textbooks:**

- Financial Institutions and Markets, L.M. Bhole, 4/e Tata McGraw Hill, 2007
- Financial Services and System, Sasidharan, Mathews, Tata McGraw Hill, 2007.
- Financial Services, Gordon&Natarajan, Himalaya Publishers, 2009.
- Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition, 2009. Financial Markets & Services, Vasanthdesai, Himalaya, 2009.

**Reference Books:**

- Financial services, Tripathi, PHI, 2009 Dinesh Kumar (2017), Business Analytics, Wiley India Private Ltd.
- Financial Institutions and Markets, Meir Kohn, Oxford University Press, 2007
- Financial markets and institutions, Mishkin, Pearson Education, 6th edition, 2008
- Financial Institutions and Markets, Gupta Agarwal, Kalyani Publishers, 2008. Kalyani Publishers.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Describe Financial structure and functions of Money Market Instruments | L2 |
| 2. Comprehend the functions of Capital Markets and Reserve Bank of India. | L2 |
| 3. Explain different Asset based financial service products.              | L2 |
| 4. Describe the Stock Broking rules and responsibilities                  | L2 |
| 5. Evaluate Infrastructure financing and Micro finance.                   | L5 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3HT.1	2	2	1	-	1	1	-	1
24EMBA3HT.2	2	2	2	1	1	1	1	1
24EMBA3HT.3	2	2	2	2	1	-	-	2
24EMBA3HT.4	3	2	-	2	1	2	2	1
24EMBA3HT.5	2	2	2	-	2	2	-	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** PROJECT APPRAISAL AND FINANCE  
**Category** PEC  
**Course Code** 24EMBA3IT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

**Lecture Hours**

3

**Tutorial Hours**

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- Gain knowledge on various aspects of projects planning, project selection and implementation
- Apply the Project Appraisal methods for financing and risk evaluation of various distinct projects by making using the Microsoft excel
- Evaluate Projects with the help of projecting cash flows and making capital allocation decision by developing profitability projections
- Acquaint with the application of mathematical and statistical tools for analyzing project appraisal decision and managerial problems
- Develop the strategies employed in managing project risk.

## Unit 1 INTRODUCTION AND OVERVIEW OF PROJECTS 10

Understanding Project and Project Management, Project identification and idea generation monitoring and evaluating the environment corporate appraisal for identifying investment opportunities scouting for project ideas and constructing project rating index strategy (corporate & business level) and proper resource allocation process

Learning Outcomes: At the end of the unit, the student will be able to:

- Enumerate the strategies used for scouting project ideas. (L1)
- Construct a sophisticated project rating index tailored to a specific industry or sector (L3)

## Unit 2 PROJECT APPRAISAL 10

Market and Demand Analysis: Identification of the Target Market, Choice of the Market Strategy, Projection of Demand using Primary Data and Secondary Data, Projection of Demand using Qualitative models. Technical Analysis: Selection of appropriate technology, acquisition of technology, choice of good location of the project, design of the layout of facilities at project site

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply criteria to select the most suitable technology for a given project. (L3)

## Unit 3 PROJECT FINANCING AND RISK ANALYSIS 10

Project Financing: Pattern of financing, Sources of finance, Menu of financing, capital structure, debt capital, debentures, bonds, Term Loans, Working capital, Advances, equity and preference capital, project financing structures. Various debt instruments and innovative Structures, New source of financing avenues for promoting projects-venture, seed finance

Project risk analysis: sources, measures and perspectives on risk, types of risk sensitivity analysis, scenario analysis, stimulation analysis, BEP analysis, Hillier Model, Decision making tree analysis, managing risk and project selection under risk.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the role of different financing sources, such as debt and equity, in capital structure (L2)
- Evaluate the effectiveness of decision-making tree analysis in managing project risks. (L4)

**Unit 4 SOCIAL COST BENEFIT ANALYSIS****10**

Rationale for SCBA, UNIDO Approach, Net benefit for economic efficiency, measurement of impact on distribution, shadow prices and adjustment of goods, saving and income distribution impact, Little- Mirrlees Approach, SCBA for financial institution and investment decision making in India.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the importance of SCBA in evaluating the economic and social impacts of projects (L2)
- Judge the effectiveness of the Little-Mirrlees Approach in addressing income distribution concerns (L5)

**Unit 5 FINANCING INFRASTRUCTURE PROJECT AND SPECIAL DECISIONS SITUATION****10**

Financing Infrastructure Project: key project parties, financing power project Infrastructure Project Financing and managing risk associated with it, Different considerations for project under private, public and joint sectors. PPP models Special Decisions Situation: Choice between mutual exclusive projects and unequal life, determination of economic life of the project and capital budgeting for the projects

Learning Outcomes: At the end of the unit, the student will be able to:

- Compare and contrast the risk management strategies used in private, public, and joint sector infrastructure projects (L4)
- Illustrate the principles behind different PPP models and their applications. (L2)

**Prescribed Textbooks:**

1. Projects: Planning, Analysis, Selection, Financing, Implementation & Review, Prasana Chandra, Tata Mc Graw hill Publishing house, 9th edition
2. Project Management and Appraisal, Sitansu Khatua, Oxford, 4th Edition
3. Project finance in theory and practice – Designing structuring and financing private and public projects., Stefano, Gatti, Academic Press - An imprint of Elsevier, 1st edition

**Reference Books:**

1. Modern Project Finance: A Casebook, Esty, Benjamin, John Wiley & Sons, Inc, 3rd edition
2. Project Management: A Development Perspective, B.B. Goel, Deep and Deep Publications, New Delhi, 2nd edition.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Apply corporate appraisal techniques to assess a given investment opportunity
2. Assess the effectiveness of different demand projection methods.
3. Illustrate how sensitivity analysis and scenario analysis help in understanding project risks.
4. Analyze the implications of income distribution and savings on the outcomes of social cost benefit analysis
5. Describe how risks in infrastructure projects are identified and managed

Blooms Level of Learning

L3  
L5  
L2  
L4  
L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3IT.1	2	3	3	1	1	1	-	1
24EMBA3IT.2	2	3	1	1	1	2	2	1
24EMBA3IT.3	3	3	2	2	1	1	-	1
24EMBA3IT.4	2	3	3	2	1	2	1	1
24EMBA3IT.5	2	2	2	1	-	1	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** FINANCIAL TECHNOLOGY  
**Category** PEC  
**Course Code** 24EMBA3JT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

**Lecture Hours**  
3

**Tutorial Hours**

**Practice Hours**  
0

**Credits**  
3

## Course Objectives:

- Analyze how Fin tech innovations have transformed traditional payment methods.
- Understand the foundational concepts of block chain technology, including its structure and functioning.
- Explore the timeline of crypto currency development, highlighting key milestones and innovations
- Identify common ethical issues related to data privacy, security, and consent in data analytics
- Analyze recent advancements in machine learning and their implications for the future.

## Unit 1 INTRODUCTION TO FINTECH 10

Banking and the e-book, FinTech- Meaning – Current Trends in Financial Technology - The History of Fintech- Block chain, Wearable's and Other Emerging Technologies -

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the origins and evolution of Fintech from its inception to the current state.
- Evaluate the role of peer-to-peer (P2P) payment platforms and their impact on the financial ecosystem

## Unit 2 BLOCK CHAIN 10

History of Ledger and Accounting practices, Decentralized Ledger concepts and Business rules, Basics of block chain technology: Block chain Technology Stack-Blocks-Mining-Consensus-Distributed Databases Ethereum Smart Con Contracts-Security

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the development of double-entry bookkeeping and its impact on modern accounting. (L4)
- Explore the different layers of the blockchain technology stack and how they interact (L2)

## Unit 3 CRYPTO CURRENCY 10

Crypto Currency: Evolution of Crypto currencies-A brief on ICO's-Block chain Frameworks Block chain Implementation: Block chain as a Financial System-Block chain for Provenance Tracking-Block chain for Interorganizational Record / Asset-keeping-Block chain for Multi-party Aggregation

Learning Outcomes: At the end of the unit, the student will be able to:

- Learn about the fundamental principles of crypto currencies, including decentralization, cryptography, and peer-to-peer networks. (L2)
- Analyze the security challenges associated with block chain and crypto currency use, including hacking, fraud, and privacy concerns. (L4)

## Unit 4 ANALYTICS 10

An Introduction to Data Analytics- Role of Analytics in the Modern World-Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive-Data Analytics and Ethical Issues, Basics of Statistical Analysis: Descriptive and Inferential Statistics-Mean/Median/Mode-Standard Deviation/Covariance/Correlation, Basics of Python for Data Analysis: Installation of Anaconda-Data Types and Functions-Data Manipulation and Preparation, Data Visualization in Python, Sentiment Analysis

Learning Outcomes: At the end of the unit, the student will be able to:



- Explain the role of data analytics in enhancing decision-making across different industries (L2)
- Understand Python data types, functions, and their usage in data analysis. (L2)

## UNIT 5 INTRODUCTION TO MACHINE LEARNING

10

An Introduction to Machine Learning-Evolution of ML- Trends in ML-Application of Machine Learning Best Practices of Machine Learning-Machine Learning in future-Machine Learning Algorithms: Classification-Regression-Forecasting-Clustering, Neural Networks: Perception Learning-Back propagation Learning-Object Recognition, Deep Learning – Keras - Setting up KERAS-Creating a Neural Network Training Models and Monitoring-Artificial Neural.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze recent advancements in machine learning and their implications for the future. (L4)
- Explore the architecture of artificial neural networks and how they mimic human brain function. (L2)

### Prescribed Textbooks:

1. Sanjay Phadke (2020), Fintech Future: The Digital DNA of Finance, SAGE Publications
2. Seth Swanson, FinTech: For Beginners! Understanding & Utilizing the Power of Financial Technology, CreateSpace Independent Pub

### Reference Books:

1. Susanne Chishti and Janos Barberis (2016), The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries,
2. Parag Y Arjunwadkar (2018), FinTech: The Technology Driving Disruption in the Financial Services Industry, Auerbach Publications
3. Richard Hayen, FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry, CreateSpace Independent Pub

### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Understand global FinTech landscape and describe the role of banks and financial service providers in shaping and responding to innovation and disruption | L2 |
| 2. Apply the concepts of block chain   | L3 |
| 3. Familiarize with Crypto Currency Mechanism  | L2 |
| 4. Summarize the basics of data analysis   | L2 |
| 5. Evaluate the applications of machine learning   | L5 |

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3JT.1	3	3	3	1	1	1	-	1
24EMBA3JT.2	2	3	2	2	1	2	2	1
24EMBA3JT.3	2	2	2	2	1	1	-	1
24EMBA3JT.4	2	3	3	2	1	2	1	1
24EMBA3JT.5	2	2	2	1	-	1	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

Title of the Course    BEHAVIORAL FINANCE  
Category                PEC  
Course Code            24EMBA3KT

Year                    II MBA.  
Semester            I / II Semester  
Branch                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- Describe the role of judgment under uncertainty in the investment decision making process
- Summarize the assumptions of investor rationality and how these assumptions relate to Market efficiency
- Use the limits of Arbitrage model to identify potential market inefficiencies.
- Identify common behavioral biases that affect corporate financial decisions and investor behavior
- Analyze how different emotional states (e.g., fear, excitement) affect risk-taking attitudes and decisions.

## Unit 1                    INTRODUCTION TO BEHAVIOURAL FINANCE                    10

Nature, Scope, objectives and application - Investment Decision cycle – Judgment under uncertainty –Cognitive information Perception – Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting

Learning Outcomes: At the end of the unit, the student will be able to:

- Demonstrate how cognitive information perception and biases can impact real-world investment decision-making processes (L2)
- Apply the concepts of exponential and hyperbolic discounting to explain how investors value future cash flows differently. (L3)

## Unit 2                    UTILITY / PREFERENCE FUNCTIONS                    10

Expected Utility theory (EUT) – and rational thoughts –Decision making under Risk and uncertainty - Expected Utility under as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the role of EUT in decision-making under risk and uncertainty (L2)

## Unit 3                    BEHAVIORAL FACTORS AND FINANCIAL MARKETS                    10

The Efficient Markets Hypothesis —Fundamental Information and Financial Markets – Information available for Market participants Market affiance —Market Predictability –The concept of limits of Arbitrage Model– Asset Management and Behavioral factors – Active portfolio Management; Return Statistics and Sources of Systematic underperformance

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply behavioral finance concepts to develop strategies for active portfolio management that consider the impact of investor behavior on returns. (L3)
- Develop frameworks for investment decision-making that balance the insights of market efficiency theories. (L4)

## Unit 4                    BEHAVIORAL CORPORATE FINANCE                    12

Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy – Capital Structure dependence on Market Timing – Systematic approach to using behavioral factors in Decision making – External factors and Investor Behavior

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the dependence of capital structure on market timing from a behavioral finance perspective (L5)
- Evaluate the mechanisms through which external factors (e.g., economic news, market volatility) influence investor risk perception and decision-making (L3)

## Unit 5 EMOTIONS AND DECISION

10

Emotions and Decisions – Making: Experimental measurement of risk – Measuring Risk – Emotional mechanism in Modulating risk – talking attitude – Neurophysiology of risk taking – Personality traits and risk attitudes in different domains

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the different emotional mechanisms that modulate risk-taking attitudes(L2)
- Understand and apply experimental methods for measuring risk-related behaviors and attitudes. (L2)

### Prescribed Textbooks:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. The Psychology of Investing by John R.—Understanding Behavioral Finance by Ackert Nofsinger, Pearson Prentice Hall, (4th Edition

### Reference Books:

1. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill.
2. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
3. Handbook of Behavioral Finance – Brian R. Bruce
4. Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, OhioAckert, L., and R. Deaves, 2020.

### Course Outcomes:

At the end of the course, the student will be able to

1. Comprehending how cognitive biases and information perception impact investment decisions
2. Apply expected utility theory to real-world investment scenarios to evaluate different decision-making outcomes.
3. Critically evaluate the impact of behavioral factors on asset management practices and active portfolio management, assessing why systematic underperformance occurs.
4. Create strategies for corporate finance and portfolio management that consider behavioral biases to improve decision-making and boost financial performance.
5. Apply experimental methods to measure risk and analyze emotional influences on risk-taking.

Blooms Level of Learning

L2

L3

L5

L6

L3

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3KT.1	2	2	2	1	1	1	-	1
24EMBA3KT.2	2	3	1	-	1	2	2	1
24EMBA3KT.3	3	3	2	2	1	1	-	1
24EMBA3KT.4	2	2	3	2	1	2	-	1
24EMBA3KT.5	2	2	2	1	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** FINANCIAL DERIVATIVES  
**Category** PEC  
**Course Code** 24EMBA3LT

**Year** II MBA  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the basic concepts of Derivatives and their role in Financial Markets.
- To understand the interaction between Spot Markets and Derivatives Markets.
- To comprehend the mechanics of Forward and Futures contracts.
- To explore various types of options contracts and option pricing models.
- To explore the mechanics of Swap transactions and their impact on Risk Management.

## Unit 1 INTRODUCTION TO DERIVATIVES 10

Development and Growth of Derivative Markets – Types of Derivatives – Uses of Derivatives

Learning Outcomes: At the end of the unit, the student will be able to:

- Able to understand Nature of derivatives and various types and classifications of derivatives. (L2)
- Understand derivatives and structure of derivatives markets in India, growth and development derivatives. (L2)

## Unit 2 FINANCIAL AND DERIVATIVES MARKETS 10

Fundamental linkages between Spot & Derivative Markets – Role of Derivatives Market – Uses & Misuses of Derivatives.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand hedge underlying positions using derivatives. (L2)
- Analyze the structure and functioning of financial markets, including money market. (L4)

## Unit 3 FUTURE AND FORWARD MARKETS 10

Structure of Forward and Future Markets – Mechanics of Future Markets – Hedging Strategies – Using Futures.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the pay-off forward contract and the pricing of forward contract. (L3)
- Analyze risk through forwards, evolution of futures trading and role of clearing house and margin requirements. (L4)
- Understanding the concept of hedging. (L2)

## Unit 4 OPTIONS 15

Distinguish between Options and Futures - Structure of Options Market – Principles of Option Pricing – Option

Pricing Models: The Binomial Model, The Black-Scholes Merton Model.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply advanced option Greeks (Delta, Gamma, Beta, Vega, Rho). (L4)
- Understand the role of the market players in option trading. (L2)
- Analyze the role of volatility in options trading. (L4)

**Unit 5 SWAPS****15**

Concept and Nature – Evolution of Swap Market – Features of Swaps – Types of Swaps; Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps – Credit Risk in Swaps - Using Swaps to Manage Risk – Pricing and Valuing Swaps

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the impact of interest rate movements on swap valuations. (L4)
- Understand structured swaps and their applications in customized risk management. (L2)

**Prescribed Textbooks:**

1. Risk Management & Derivatives, Stulz, Cengage, 2009
2. Derivatives and Risk Management, Jayanth Rama Varma: TMH, 2008.
3. Financial Derivatives, Gupta, 1st Edition, PHI, 2008
4. Fundamentals of Futures and Options Market, John C Hull: Pearson Education, 2008

**Reference Books**

1. Financial Derivatives, Mishra: Excel, 2009.
2. Options, Futures and Other Derivatives, John C Hull: 7th Edition, Pearson Education, 2009
3. Derivatives Valuation and Risk Management, David A. Dubinsky, Thomas W Muller, TR: Oxford, 2008
4. Risk Management Insurance and Derivatives, G. Koteswar: Himalaya, 2008.

**Course Outcomes:**

Blooms Level of Learning

At the end of the course, the student will be able to

- |  |    |
|--|----|
| 1. Explain the concepts of derivatives, types of derivatives and their use in risk management. | L2 |
| 2. Summarize the inter relationship between spot & derivative market.                          | L2 |
| 3. Analyze the risk in forward and future contracts and its impact on margin requirements.     | L4 |
| 4. Describe the different types of risk and return management.                                 | L3 |
| 5. Apply various techniques to manage risks in derivatives market.                             | L3 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3LT.1	2	2	1	2	2	-	1	1
24EMBA3LT.2	2	2	1	2	2	1	-	-
24EMBA3LT.3	3	3	2	3	2	-	1	-
24EMBA3LT.4	3	2	1	2	3	1	-	-
24EMBA3LT.5	3	2	1	2	3	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course**      MERGERS, ACQUISITIONS AND CORPORATE VALUATION  
**Category**                PEC  
**Course Code**            24EMBA4ET

**Year**                    II MBA.  
**Semester**            I / II Semester  
**Branch**                MBA

**Lecture Hours**

3

**Tutorial Hours**

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- To enable a basic understanding of domestic and cross border mergers and acquisitions
- To examine the rationale and methods of corporate restructure.
- To explore the strategic angle of M&A in the background of both business and product.
- To grasp the process of mergers and acquisitions including the due diligence process.
- To evaluate the various approaches to valuation and price negotiation in M&A.

## Unit 1                    INTRODUCTION MERGERS AND ACQUISITIONS

10

Mergers and Acquisitions – Meaning and Types – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in mergers – internal and external change forces contributing to M & A activities.

**Learning Outcomes:** At the end of the unit, the student will be able to:

- Understand merger and acquisitions activities in corporate sector. L2
- Evaluate the theories of merger. L4

## Unit 2                    CORPORATE RESTRUCTURING

10

Methods of Restructuring – Joint Ventures – Sell off and spin off – Divestitures – Equity Carve out – Leveraged Buyouts (LBO) – Management Buyouts – Master Limited Partnerships – Employee Stock Ownership Plans (ESOPs).

**Learning Outcomes:** At the end of the unit, the student will be able to:

- Analyze the Methods of Restructuring. (L4)
- Explore the Leveraged Buyouts (L2)

## Unit 3                    STRATEGIC ASPECTS OF M&A

10

A strategic perspective – Industry Life Cycle and Product Life Cycle analysis in M&A decision, strategic approaches to M&A – SWOT analysis, BCG matrix, Porter's five forces model.

**Learning Outcomes:** At the end of the unit, the student will be able to:

- Learn about SWOT analysis. (L2)
- Analyze the strategic approaches to M&A. (L4)

## Unit 4                    MERGER PROCESS

10

Dynamics of M&A process – identification of targets – negotiation – closing the deal. Five-stage model – Due Diligence, Process of merger integration – organizational and human aspects – managerial challenges of M &A. Methods of financing mergers – cash offer, share exchange ratio

**Learning Outcomes:** At the end of the unit, the student will be able to:

- Explain the role of data analytics in enhancing decision-making across different industries (L2)
- Understand managerial challenges of M & A. Methods of financing mergers (L2)

**UNIT 5 VALUATION****10**

Valuation as a tool for strategic negotiations - Approaches – Discounted Cash Flow Valuation – Relative Valuation – Net Physical Assets method – Yield method - Valuing Operating and financial synergy – Valuing corporate control – Valuing of LBO

Learning Outcomes: At the end of the unit, the student will be able to:

- Understanding the basic concepts of valuation and the interplay of factors affecting valuation (L2).
- Ability to calculate the elements of risk, return and cash flows (L2)

**Prescribed Textbooks:**

1. Rajinder S. Aurora, Kavita Shetty and Sharad Kale, Mergers and Acquisitions, Oxford University Press, 2011.
2. Rabi Narayan Kar and Minakshi, Taxman's Mergers Acquisitions & Corporate Restructuring, Strategies & Practices, Taxman, 2017.
3. Patrick A Gaughan, Mergers, Acquisitions, and Corporate Restructurings, 6ed, 2017 2
4. Manu Sharma, Mergers & Acquisitions and Corporate Valuation, DT-Management Textbooks), 2015.
5. Chandrashekar Krishna murti, Mergers, Acquisitions and Corporate Restructuring, SAGE Publications Pvt. Ltd., 1st Edition, 2008

**Reference Books:**

1. J. Fred Weston, Kwang S. Chung, Susan E. Hoag, Mergers, Restructuring and Corporate Control, PHI, 2015.
2. Sheeba Kapil and Kanwal N. Kapil, Mergers, Acquisitions Wiley, 2015.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

1. Acquaint students with the basic knowledge of mergers and acquisitions of companies and to analyze the reasons for mergers, acquisitions and corporate restructuring. L4
2. To analyze the financial aspects of mergers. L4
3. To understand the process of merger integration L2
4. To discuss the anti-takeover strategies L2
5. To understand Computation of value of the firm L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4ET.1	3	3	3	1	1	1	-	-
24EMBA4ET.2	2	3	2	2	1	-	2	1
24EMBA4ET.3	2	2	2	2	-	1	-	-
24EMBA4ET.4	2	3	3	-	1	2	1	-
24EMBA4ET.5	2	2	2	1	-	-	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** STRATEGIC FINANCIAL MANAGEMNT  
**Category** PEC  
**Course Code** 24EMBA4FT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

**Lecture Hours**

3

**Tutorial Hours**

0

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- To acquaint with concepts of strategic financial management
- Familiarize various performance measures of strategic financial management
- To evaluate strategic finance and investment decisions
- To evaluate financial decisions of mergers
- To provide with the working knowledge of take overs strategy and tactics

## Unit 1 INTRODUCTION TO STRATEGIC FINANCIAL MANA GEMENT 12

Financial Policy and Strategic Planning - strategic planning process -objectives and Goals -Major kinds of strategies and polices -Corporate Planning - Process of Financial Planning - Types of financial plan - Financial models -Process of financial model development - Tools or techniques of financial modeling -Uses and limitations of Financial Modeling - Types of financial models - Applications of Financial models. (Using Excel for financial modeling.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the strategic planning process and its kinds. (L2)
- To know the financial models and applications of financial models (L2)

## Unit 2 FINANCIAL PERFORMANCE MEASURES 12

Shareholder Value Creation (SVC): Ten ways to create shareholder value - Market Value Added (MVA)- Market – to- Book Value (M/BV)- Economic Value Added (EVA) -Managerial Implications of shareholder Value Creation.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand planning, decision making and managerial jobs. (L2)
- To understand the importance of organization structure in management. (L2)

## Unit 3 STRATEGIC INVESTMENT DECISIONS 16

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 – sensitivity analysis and Mote Carlo Approach to Simulation – Evaluation of Lease Vs Borrowing Decision.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the techniques of Investment Appraisal (L2)
- To know the decision tree approach for Investment decisions (L3)

## Unit 4 MERGER & TAKEOVER STRATEGY 12

Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control – Problems on mergers – Exchange ratio. Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the financial impact of merger (L2)
- To understand the exchange ratio and types of takeovers (L3)



**Unit 5 CORPORATE VALUATION & RESTRUCTURING****12**

Introduction to Valuation – Approaches to corporate valuation – Estimating Free Cash Flows to equity and firm – Valuation based on – FCE, -FCE, DCF – (Simple Problems) – Corporate Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the Approaches to corporate valuation (L2)
- To understand the corporate Restructuring Strategy (L2)

**Prescribed Textbooks:**

1. Samuel C. Weaver, John Fred Weston (2019). Strategic Financial Management: Applications of Corporate Finance. Cengage Learning
2. Rajini Sofat, Preeti Hiro (2019). Strategic Financial Management PHI, New Delhi.
3. Ravi M. Kishore (2017). Strategic Financial Management. Taxman Publications.

**Reference Books:**

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.,
2. G.P.Jakhotiya, Strategic Financial Management, Vikas Publications.
3. Van Horn, JC, Financial Management and policy, Prentice Hall India.
4. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Summarize the concepts of strategic financial management in achieving strategic objectives of a firm | L2 |
| 2. Apply different financial performance measures   | L3 |
| 3. Analyze the strategic investments decisions of a firm  | L4 |
| 4. Assess the impact of merge and takeover decisions  | L5 |
| 5. Evaluate the corporate valuation and restructuring   | L5 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4FT.1	2	1	2	-	1	1	-	1
24EMBA4FT.2	3	2	1	-	1	2	2	1
24EMBA4FT.3	2	2	2	2	1	1	-	1
24EMBA4FT.4	2	2	3	2	1	1	-	1
24EMBA4FT.5	2	2	2	1	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** CORPORATE TAX PLANNING  
**Category** PEC  
**Course Code** 24EMBA4GT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

**Lecture Hours**

3

**Tutorial Hours**

0

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- To expose the basic provisions of Income Tax Act.
- To provide an insight of computation of Income of companies
- To make conversant with computation of Taxable Income
- To provide knowledge about corporate tax planning methods
- To provide a broad understanding of corporate tax planning.

## Unit 1 INTRODUCTION

12

Basic Concepts, Assesses, Income, Total Income, Assessment year and previous year. Residential Status of a company – Incidence of Tax – Incomes except from Tax applicable to Corporate Assesses – Tax rates.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the basic concepts of Income Tax Act 1961 (L2)
- To know the residential status of a company (L2)

## Unit 2 COMPUTATION OF CORPORATE TAX

12

Computation of income from business, capital gains and income from other sources with reference to corporate assesses – (problems – Excel).

Learning Outcomes: At the end of the unit, the student will be able to:

- To know the computation of income from business (L2)
- To know the income from the sources with reference to corporate assesses (L2)

## CORPORATE TAXATION

16

## Unit 3

Need, nature and scope – Computation of taxable income – Carry forward and set off losses – (Problems Excel) Deductions from gross total income applicable to corporate assesses, problem excel problems on taxable income of a company

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the nature and scope of taxable income (L2)
- To know the computation of taxable income of a company(L3)

## Unit 4 TAX PLANNING

12

Concept of Tax planning, Tax avoidance, Tax evasion, and Tax management -significance of tax Planning Recognized methods of tax planning applicable to corporate assesses -Corporate Tax Planning in respect of employee's remuneration, capital structure and bonus shares.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the Tax avoidance and evasion (L2)
- To understand the methods of tax planning applicable to corporate assesses (L3)

**Unit 5 TAX CONSIDERATIONS****12**

Corporate Tax Planning in respect of Mergers and Amalgamations – Tax considerations in setting up New Industrial Undertaking – Tax Planning in respect of Export Promotion – Capital Gains Investments – Tax Planning and foreign collaborations.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the tax planning in respect of Mergers and Amalgamations (L2)
- To understand the capital gains investments (L2)

**Prescribed Textbooks:**

1. Vinod K Singhania and Kapil Singhania. Direct Taxes – Taxman's Publications, New Delhi 2019 Edition
2. V.P. Gaur and D.B. Narang, Income Tax –Law and practice –Kalyani Publishers, Ludhiana
3. Dr. Vinod K Singhania and Dr. Monica Singhania, Corporate Tax Planning & Business Tax.

**Reference Books:**

1. Dr. H.C Mehrotra and Dr. S.P. Goya Corporate Tax Planning and Management – Sahitya Bhavan Publications, New Delhi.
2. Bhagavathi Prasad Direct Taxes, Law and Practice -Vishwaprakasham -New Delhi
3. Dinkar Pagare, Direct Taxes – Law and Practice - Sultan and Chand and sons, New Delhi

**Course Outcomes:**

At the end of the course, the student will be able to

1. Summarize the basic provisions of Income Tax
2. Compute the total income of company
3. Assess the taxable income of a company
4. Evaluate the tax liability of companies
5. Analyze the corporate tax planning

Blooms Level of Learning

L2  
L3  
L3  
L5  
L4

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4GT.1	2	1	2	-	1	1	-	1
24EMBA4GT.2	3	2	1	-	1	2	2	1
24EMBA4GT.3	2	2	2	2	1	1	-	1
24EMBA4GT.4	2	2	3	2	1	1	-	1
24EMBA4GT.5	2	2	2	1	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** INTERNATIONAL FINANCE  
**Category** PEC  
**Course Code** 24EMBA4HT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To introduce the environment of international finance and its implications of international business.
- To analyze the nature and functioning of foreign exchange system.
- To define and measure foreign exchange risks and to identify risk management strategies.
- To provide students with a conceptual and analytical framework of international financial institutions and working capital management.
- To familiarize students with cross border investment decisions.

## Unit 1 INTERNATIONAL MONETARY SYSTEM 12

Introduction –Gold standard –Bretton Woods System-Exchange Rate Regimes –Fixed and Floating Exchange Rates-Currency Convertibility –International Liquidity and International Reserves.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the international capital and foreign exchange market (L2)
- To Identify and appraise investment opportunities in the international environment (L1)

## Unit 2 FOREIGN EXCHANGE MARKET 12

Function and Structure of the Forex Markets –Major Participants –Types of Transactions and Settlements-Foreign Exchange Quotations.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze practical international financial affairs (L4)
- To understanding of the conceptions of risk; able to get profit in a proper way to avoid or lower the risks. (L2)

## Unit 3 CROSS-BORDER INVESTMENT DECISIONS 12

Corporate Strategy and Foreign Direct Investment – Multinational Capital Budgeting – International Acquisition and Valuation – Adjusting for Risk in Foreign Investment.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand international equity and debt issues. (L1)
- Identify various sources of risk and return in both direct and indirect (financial) foreign investment (L1)

## Unit 4 FINANCING DECISIONS OF MNC'S 12

Introduction –Cost of Capital –Capital Structure-Methods of Raising Capital.

Learning Outcomes: At the end of the unit, the student will be able to:

- To calculate cost of capital for and estimate values of international investment projects and international corporate acquisitions (L2)

## Unit 5 MULTINATIONAL FINANCING INSTITUTIONS 12

International Bank for Reconstruction and Development - International Development Association- International Finance Corporation - International Monetary Fund.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the fundamental principles and ways of multinational corporations (L2)

- To compare and contrast various exchange rate theories and predict exchange rate using alternative methods (L3)

#### Prescribed Textbooks:

1. International Financial Management, S. Eunchoel and Risnick Bruce: TMH, 2009.
2. International Financial Management, Machi Raju, HPH 2008.
3. International Financial Management, Jeff Madura, Cengage, 1<sup>st</sup> Edition, 2009

#### Reference Books:

1. International Financial Management, Text and Cases, Madhu Vij, Taxman Publications.
2. International Financial Management, P G Apt Sanjeevan Karshe, 8<sup>th</sup> Edition, MC Graw Hill 2020.
3. International Financial Management, V K Rhalla, S.Chand Publications.
4. International Financial Management, Euncks, Mc Graw Hill.S P, 5<sup>th</sup> Edition.

#### Course Outcomes:

At the end of the course, the student will be able to

- |   |                          |
|---|--------------------------|
|   | Blooms Level of Learning |
| 1. Acquaint the knowledge of international monetary   | L2                       |
| 2. Determine and forecast the exchange rates  | L3                       |
| 3. Evaluate foreign exchange exposure and risk  | L5                       |
| 4. Conceptualize analytical framework of international financial institution and working capital management | L2                       |
| 5. Evaluate cross border investment decisions   | L5                       |

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4HT.1	2	1	2	-	1	1	-	1
24EMBA4HT.2	3	2	1	-	1	2	2	1
24EMBA4HT.3	2	2	2	2	1	1	-	1
24EMBA4HT.4	2	2	3	2	1	1	-	1
24EMBA4HT.5	2	2	2	1	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** LOGISTICS AND SUPPLY CHAIN MANAGEMENT  
**Category** PEC  
**Course Code** 24EMBA3MT

**Year** II MBA  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To introduce the logistics function and its operations.
- To introduce the supply chain function as an important ingredient of organization.
- To have a detailed understanding of important elements of supply chain logistics operations.
- To understand various design aspects involved in supply chain logistics management.
- To understand the application of IT in the successful logistical operations.

## Unit 1 INTRODUCTION TO LOGISTICS 10

The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operations and Arrangements – Supply Chain Synchronization – Customer Accommodations

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the work of logistics. (L2)
- Examine the different elements of logistics. (L2)

## Unit 2 INTRODUCTION TO SUPPLY CHAIN MANAGEMENT 10

Introduction to Supply Chain Management – Evolution of SCM – Objective and importance of SC – Decision phases in SC – Achieving Strategic Fit and Challenges.

Learning Outcomes: At the end of the unit, the student will be able to:

- Drawing connections between past and present SCM (L3)
- Link Supply chain and Business Performance. (L2)

## Unit 3 SUPPLY CHAIN LOGISTICS OPERATIONS 13

Inventory – Transportation Regulation, Structure and Service – Transportation Operations – Warehouse Operations, Arrangements and Decisions – Packaging and Material handling – Procurement – International Sourcing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand supply chain logistics operations. (L2)

## Unit 4 LOGISTICS AND SUPPLY CHAIN DESIGN 10

Network Integration: Warehouse Requirements, Total Cost Integration – Logistics Design and Operational planning – Coordination in a SC.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand global logistics and international sourcing. (L2)
- Solve network integration problems. (L3)

## Unit 5 INFORMATION TECHNOLOGY AND CONTROLS IN SCM 10

The Role of IT in a Supply Chain – Information Technology Framework – SC Drivers and Metrics – Logistics Environmental Assessment – Role of Sustainability in SC – Sustainability and SC Drivers – Balanced Score Card for SCM.

Learning Outcomes: At the end of the unit, the student will be able to:

- Remember IT role in SCM. (L1)

**Prescribed Textbooks:**

1. Donald J. Bowersox and David J. Closs, Logistical Management: The Integrated Supply Chain Process, TMH, 2003.
2. Bowersox, Logistical Management, Mc-Graw Hill, 2000
3. Sunil Chopra, Peter Meindl and D.V Karla: Supply chain Management: Strategy, Planning and Operation, 2/e, Pearson Education, New Delhi 2009.

**Reference Books:**

1. Edward J Bradi, John J Coyle: A Logistics Approach to Supply Chain Management, Cengage learning, New Delhi, 2010.
2. D.K. Agrawal: Logistics and Supply Chain Management, MacMillan Publishers, 2010.
3. Rahul V Altekhar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009.
4. K. Sridhar Butt: Logistics and Supply Chain Management, Himalaya Publishing, New Delhi, 2009.
5. B. Rajashekhar, Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009.
6. R.P. Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.
7. Donald Waters: Global Logistics, Kogan page, New Delhi, 2010.
8. Alane E Branch: Global Supply Chain Management and International Logistics, Routledge Publishers, New Delhi, 2009.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Understand the logistics value proposition and the role in the economy.   | L2 |
| 2. Summarize supply chain management as an important function of an organization.  | L2 |
| 3. Find transportation service and transportation operations.  | L3 |
| 4. Recall knowledge in designing logistics operations.   | L2 |
| 5. Understand the application of IT to the success of logistics operations and apply control measures relevant for sustainability. | L2 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3MT.1	2	2	1	1	1	1	-	1
24EMBA3MT.2	2	2	1	-	1	2	-	1
24EMBA3MT.3	3	3	2	1	1	-	-	-
24EMBA3MT.4	3	3	1	1	1	2	-	1
24EMBA3MT.5	3	2	1	-	1	-	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** CONSUMER BEHAVIOUR  
**Category** PEC  
**Course Code** 24EMBA3NT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the conceptual foundations of consumer buying behavior.
- To understand the various environmental factors influencing Consumer Behavior.
- To familiarize the decision-making process of the consumer as an individual.
- To familiarize and implement appropriate models of consumer behavior.
- To understand the basic concepts of Consumerism and Consumer Protection Act.

## Unit 1 INTRODUCTION TO CONSUMER BEHAVIOUR 13

Introduction and Overview to Study of Consumer Behavior – Definition of Consumer Behavior – Significance – Development of The Concept & The Discipline of Consumer Behavior – Marketing Impact on Consumers – Marketing Ethics and Social Responsibility – Understanding Consumer and Market Segments.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the major stages which consumers usually go through when making a consumption-related decision. (L2)
- Understand the essence of how consumers make decisions and be able to assess the relevant implications for marketing practitioners. (L2)

## Unit 2 ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOUR 10

Reference Groups – Family– Social Class – Culture – Sub-Culture Influences on Consumer.

Learning Outcomes: At the end of the unit, the student will be able to:

- Comprehend the dynamics of human behavior and the basic factors that influence the consumers decision process. (L2)
- Understand various advertisement and promotions and their attempts to influence the behavior of individuals. (L2)

## Unit 3 CONSUMER AS INDIVIDUAL AND CONSUMER DECISION PROCESS 10

Consumer Motivation – Consumer Personality – Information Processing – Consumer Perception – Consumer Learning – Consumer Attitudes – Consumer Decision Process.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand consumer behavior influences and their relationships. (L2)
- Summarize social and ethical implications of marketing actions on consumer behavior. (L2)

## Unit 4 MODELS OF CONSUMER BEHAVIOUR 8

Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model, Sheth Industrial Buyer Behavior Model.

Learning Outcomes: At the end of the unit, the student will be able to:

- Establish the relevance of consumer behavior theories and concepts to marketing decisions. (L2)
- Implement appropriate combinations of theories and concepts. (L3)



**Unit 5 CONSUMERISM AND THE CONSUMER PROTECTION ACT (1986)****8**

Roots of Consumerism – Consumer Safety and Information – Environmental Concerns – Consumer Privacy – Consumer Protection Act 1986; Central and State Consumer Protection Councils, Consumer Disputes Redressal Agencies and Forum, National Consumer Disputes Redressal Commission.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the advantages and limitations of the consumer movement and rights of the consumers. (L2)
- Explain the business malpractices and legislative regulations to protect the consumers (L2)

**Prescribed Textbooks:**

1. David L Loudon and Albert J Della Bitta: Consumer Behavior, 4/e Tata McGraw Hill.
2. Hawkins, Best, Coney, Consumer Behavior, 8/e, Tata McGraw Hill.
3. Schiffman, L.G and Kanuk L. L Consumer Behavior, 8/e, Pearson Education, New Delhi, 2003.

**Reference Books:**

1. Blackwell, Miniard& Engel: Consumer Behavior (Thomson)
2. Ramesh Kumar: Consumer Behavior (Pearson).
3. Suja R. Nair: Consumer Behavior in Indian Perspective (Himalaya).
4. Subhash Mehta: Consumer Behavior (Tata McGraw Hill)
5. Satish K Baatar Shazam: Consumer Behavior (Excel)
6. Bennet and Kazanjian: Consumer Behavior, (Prentice Hall of India) H. K. Das, Er. Rajnish Verma, Higher Engineering Mathematics, S. Chand.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

1. Explain the basics of Consumer Behavior and its importance.
2. Summarize the cultural, social, personal and psychological factors and their influence on Consumer Behavior.
3. Explain Consumer Behavior and Consumer Decision process.
4. Describe decision-making process and models of the Consumer Behavior.
5. Apply consumerism and consumer protection acts in Real life World.

L2  
L2  
L2  
L2  
L3

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3NT.1	2	2	1	2	2	-	1	1
24EMBA3NT.2	2	2	1	2	2	-	2	1
24EMBA3NT.3	2	2	2	2	2	1	-	1
24EMBA3NT.4	2	2	1	2	2	2	-	2
24EMBA3NT.5	3	2	1	2	3	-	-	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** BUSINESS TO BUSINESS (B2B) MARKETING  
**Category** PEC  
**Course Code** 24EMBA3OT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To explain the differences between B2B and B2C marketing and their implications.
- To analyze the decision-making process of organizational buyers in various markets.
- To evaluate strategic management processes for industrial products and services in B2B markets.
- To explain effective market segmentation, targeting, and positioning strategies for business markets.
- To demonstrate integrated marketing communication plans for B2B environments, including digital and direct marketing.

## Unit 1 INTRODUCTION TO B2B MARKETING 8

Business marketing – Classifying goods for the business market – Business market customers – Market structure – Characteristics of Business Marketing – B2B vs B2C Marketing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the differences between B2B and B2C marketing structures (L2)
- Classify business market customers based on their characteristics and needs (L3)

## Unit 2 ORGANIZATIONAL BUYING AND BUYER BEHAVIOR 12

Organizational buyers' decision process – A Stepwise Model and A Process Flow Model – Organizational and business markets – Government as a customer – Commercial enterprises – Commercial and institutional customers, Value analysis, Buy grid framework, Strategic procurement.

Learning Outcomes: At the end of the unit, the student will be able to:

- Illustrate the organizational buyers' decision process using models and frameworks. (L3)
- Analyze the role of government and commercial enterprises as organizational buyers (L4)

## Unit 3 B2B MARKETING STRATEGY 12

Strategy making – strategy management process – Industrial product strategy– Managing Products for Business Markets–Managing Services for Business Markets – Managing Business Market Channels – The Growth Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.

Learning Outcomes: At the end of the unit, the student will be able to:

- Develop a strategy for managing industrial products in business markets. (L3)
- Evaluate the effectiveness of different portfolio matrices in B2B marketing. (L4)

## Unit 4 B2B MARKETING STP 8

Market Segmentation – bases for segmenting business markets – basic framework of segmentation – choosing target segments and positioning

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify the bases for segmenting business markets and selecting target segments. (L3)
- Design a positioning strategy for a chosen business market segment. (L4)

**Unit 5 BUSINESS MARKETING COMMUNICATIONS****10**

B2B Advertising – Digital marketing – Trade shows – exhibitions – business meets – Managing the sales force – Deployment analysis – Direct marketing

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the role of digital marketing in B2B advertising strategies. (L2)
- Analyze the effectiveness of trade shows and business meets for market communication. (L4)

**Prescribed Textbooks:**

1. Business Market Management Understanding, Creating and Delivering Value By James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri Pearson, 2010 3rd edition
2. Business Marketing Management b2b By Hutt and Speh South-Western CENGAGE Learning www.cengagebrain.com 2013
3. B2B Brand Management By Kotler and Pfoertsch Springer www.springer.com 2006
4. Business Marketing: Text and Cases By Krishna K Havaladar, McGrawhill Publications, 2014 4th edition.

**Reference Books:**

1. Business Marketing Management: B2B" by Michael D. Hutt and Thomas W. Speh.
2. Industrial Marketing" by Robert R. Reeder, Edward G. Brierty, and Betty H. Reeder.
3. Marketing to the Public Sector: How to Sell to Government" by Lindy B. Knight.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain the key differences between B2B and B2C marketing strategies.                               | L2 |
| 2. Apply buyer decision models to analyze organizational purchasing processes                          | L3 |
| 3. Explain business market strategies using frameworks like the Growth Share Matrix                    | L2 |
| 4. Evaluate market segmentation strategies for selecting and positioning target segments.              | L5 |
| 5. Develop a comprehensive B2B marketing communication plan incorporating digital and direct marketing | L6 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3OT.1	1	2	-	1	-	2	1	1
24EMBA3OT.2	2	2	-	1	-	1	1	1
24EMBA3OT.3	3	3	2	2	1	-	1	1
24EMBA3OT.4	1	2	-	-	2	-	-	1
24EMBA3OT.5	1	2	1	3	2	2	-	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** SUSTAINABLE MARKETING  
**Category** PEC  
**Course Code** 24EMBA3PT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To explain the concept and rationale of sustainability marketing and its linkage with SDGs.
- To analyze sustainability opportunities within the marketing environment and design strategies accordingly.
- To evaluate the factors influencing sustainable consumer behavior and its impact on marketing.
- To understand sustainable marketing mix strategies focusing on products, pricing, and communication.
- To assess the role of legal frameworks and sustainable marketing in a global context.

## Unit 1 INTRODUCTION TO SUSTAINABLE MARKETING 12

Sustainability – Concept, Issues – SDG Goals – Sustainability Marketing – Concept, Rationale, Evolution, Pillars of Sustainability Marketing – Linkage with SDGs – Sustainability and Ethical Decision Making – Challenges of Practicing SM – Sustainability and Profitability

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the concept and pillars of sustainable marketing and its linkage with SDGs (L2)
- Analyze the challenges of practicing sustainable marketing and its impact on profitability (L4)

## Unit 2 SUSTAINABLE MARKETING OPPORTUNITIES 10

Sustainability Opportunities – Marketing Environment – Segmentation, Targeting and Positioning – Creating Value through Sustainability – Designing the Marketing Mix – Holistic Approach to Sustainability

Learning Outcomes: At the end of the unit, the student will be able to:

- Identify sustainable marketing opportunities within the marketing environment, including segmentation and targeting. (L3)
- Design a marketing mix that creates value through sustainability. (L4)

## Unit 3 CONSUMER BEHAVIOUR AND SUSTAINABILITY MARKETING 8

Unsustainable Lifestyles – Dimensions of Sustainable Consumer Behavior – Motives of adapting Sustainable Consumer Behavior – Environmental Consciousness – Sustainable Consumption – Beliefs, Social Norms, Values

Learning Outcomes: At the end of the unit, the student will be able to:

- Examine the dimensions and motives of sustainable consumer behavior. (L4)
- Interpret the role of environmental consciousness in shaping sustainable consumption patterns. (L3)

## Unit 4 SUSTAINABILITY AND MARKETING MIX DECISIONS 10

Developing and Reinforcing Behavior through 3 R's- Recycle, Reuse and Reduce – Sustainable Products – Sustainable Branding and Packaging – Sustainable Pricing Decisions – Sustainable Marketing Communication – Sustainability and Promotion Mix Decision – Marketing Channels and Sustainable Supply Chain

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply the 3 R's (Recycle, Reuse, Reduce) in developing sustainable products and branding. (L3)
- Evaluate sustainable pricing and communication strategies within the promotion mix. (L4)

## Unit 5 SUSTAINABILITY LEGAL FRAMEWORK AND ITS IMPLEMENTATION IN INDIA

8

An Overview of Legal Framework – Leading Cases and Developments – Role of Sustainable Marketing in Global Network.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the legal framework governing sustainable marketing in India. (L2)
- Analyze the role of sustainable marketing in the global networks. (L4)

### Prescribed Textbooks:

1. Carvill, M., Butler, G., & Evans, G. (2021). Sustainable Marketing: How to Drive Profits with Purpose. United Kingdom: Bloomsbury Business.
2. Peterson, M. (2021). Sustainable Marketing: A holistic Approach. Delhi, India: Sage Publication Ltd.
3. Richardson, N. (2020). Sustainable Marketing Planning. Delhi, India: Routledge, Taylor and Francis Group.
4. Belz, F.M., & Ken, P. (2012). Sustainability Marketing: A Global Perspective. Delhi, India: Willey publication

### Reference Books:

1. Kotler, P. (2012). Rethinking Marketing: Sustainable Marketing Enterprise in Asia, Second Edition. Delhi, India: Pearson.
2. Fuller, D.A. (1999). Sustainable Marketing: Managerial-Ecological Issues. Markets and Market Development. United Kingdom: Sage Publications Inc.

### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Understand the concept of sustainability and its integration with SDGs in marketing.                         | L2 |
| 2. Analyze sustainable marketing opportunities through segmentation, targeting, and a holistic marketing mix    | L4 |
| 3. Evaluate sustainable consumer behavior by identifying motives and dimensions of sustainable consumption.     | L5 |
| 4. Understand sustainable marketing mix strategies, focusing on products, branding, pricing, and communication. | L2 |
| 5. Apply knowledge of sustainability-related legal frameworks to assess marketing practices in India            | L3 |

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3PT.1	2	2	-	1	-	1	2	2
24EMBA3PT.2	1	2	-	1	-	2	2	1
24EMBA3PT.3	1	1	-	1	-	-	3	1
24EMBA3PT.4	2	2	1	2	1	-	2	-
24EMBA3PT.5	2	2	-	-	-	-	1	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** SOCIAL MEDIA & DIGITAL MARKETING  
**Category** PEC  
**Course Code** 24EMBA3QT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To Understand and Explain the Evolution, Role, And Strategies of Digital Marketing.
- To Analyze the Relevance, Benefits, And Impact of Online Marketplaces Today.
- To Evaluate Various Digital Marketing Channels and Their Effectiveness.
- To Apply SEO Techniques and Tools to Improve Search Engine Rankings.
- To Create Strategies Using Recent Trends Like AI, AR, And Social Media Analytics.

## Unit 1 INTRODUCTION TO DIGITAL & SOCIAL MEDIA MARKETING 12

Evolution of Digital & Social Media Marketing – Meaning, Concept & Definition, Role & Importance of Digital & Social Media Marketing – Models of Digital & Social Media Marketing – Digital Marketing Implications of Marketing Mix – Segmentation for Digital Marketing – Digital Marketing Strategy – Digital Marketing Plan.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the evolution and importance of Digital & Social Media Marketing (L2)
- Apply digital marketing strategies to different segments and create a marketing plan (L3)

## Unit 2 ONLINE MARKETPLACE 8

Meaning & Concept of Online Marketplace – Relevance of Online Marketplace in Today's World – Benefits of Online Marketplaces – Concept of Disintermediation – Digital Media and Benefits – Electronic Data Interchange (EDI).

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the concept and relevance of online marketplaces in the current digital era. (L2)
- Analyze the benefits and implications of disintermediation in online marketplaces. (L4)

## Unit 3 DIGITAL MARKETING CHANNELS 12

Digital Marketing Channel – Concepts, Types & Advantages – Push & Pull Marketing in Digital Channel – Email Marketing – Concept and Advantages – Social Media Marketing – Concept, Types – Facebook Ads, Twitter Campaign, YouTube Ads, Affiliate Marketing – Concept of Mobile Marketing – Payment Methods – PPM: Pay Per Mille, PPC: Pay Per Click, PPA: Pay Per Action/Acquisition.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the concepts and types of digital marketing channels and their advantages. (L2)
- Apply push and pull marketing strategies within various digital channels effectively. (L3)

## Unit 4 SEARCH ENGINES IN DIGITAL MARKETING 12

Introduction – Search Engine, Search Engine Optimizations (SEO), SEO Process – Concept of Content Writing – Content Relevance – Technical Aspects of SEO – Measuring SEO Success – SEO Tools – Search Engine Marketing (SEM) – Google AdWords.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the SEO process and the importance of content relevance in digital marketing. (L2)

- Analyze the success of SEO efforts using appropriate tools. (L4)

## Unit 5 RECENT TRENDS IN DIGITAL MARKETING

10

Recent Trend in Digital Marketing- Artificial Intelligence (AI), Internet of Things (IoT), Augmented Reality (AR) and Virtual Reality (VR) – Personalization – Augmented Reality Integrated with social media – Social Media Analytics – Mobilization – Digital Marketing Strategy Failures and How to Avoid Them.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the impact of AI, IoT, AR, and VR in the digital marketing landscape. (L2)
- Analyze the reasons for digital marketing strategy failures and propose solutions. (L4)

### Prescribed Textbooks:

- Digital Marketing for Dummies- Ryan Desis & Russ Henneberry. Latest Edition
- Fundamentals of Digital Marketing |By Pearson Paperback. Puneet Bhatia. Latest Edition
- Digital Marketing: Strategy, Implementation & Practice – Dave Chaffey & Fiona Ellis. Latest Edition
- Web based Advertising, Singh B, Anamika Publishers, 2017 First Edition

### Reference Books:

- Social Media Marketing All-in-one Dummies. Author: Jan Zimmerman, Deborah Ng. Publication: John Wiley & Sons Inc, Latest Edition.
- Maity, M (2017). Internet Marketing. New Delhi: Oxford University Press. Latest Edition.

### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Explain the evolution and significance of Digital & Social Media Marketing.              | L2 |
| 2. Analyze the role and benefits of online marketplaces in the digital era                  | L4 |
| 3. Differentiate between various digital marketing channels and their strategic advantages. | L4 |
| 4. Evaluate the effectiveness of SEO techniques and tools in search engine marketing.       | L5 |
| 5. Create strategies integrating recent trends like AI, AR, and IoT in digital marketing    | L6 |

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3QT.1	1	2	1	2	-	1	2	2
24EMBA3QT.2	1	1	-	-	1	1	1	3
24EMBA3QT.3	2	1	-	3	1	-	1	3
24EMBA3QT.4	1	1	-	-	2	-	1	3
24EMBA3QT.5	1	3	2	1	2	-	1	2

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** STRATEGIC BRAND MANAGEMENT  
**Category** PEC  
**Course Code** 24EMBA3RT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand key concepts and significance of brands in various contexts.
- To analyze brand strategies and positioning for effective brand management.
- To apply communication techniques to enhance brand image and extension strategies.
- To evaluate brand equity sources and measurement approaches for sustaining brand value.
- To examine brand management practices, including brand hierarchy and globalization strategies.

## Unit 1 INTRODUCTION TO BRAND 12

Meaning and Definitions of Brand – Branding Concepts – Brand Evolution – Factors shaping a brand over its life cycle – Features of good brand name – Functions of Brand – Significance of Brands – Different Types of Brands – Co branding – Store Brands – Branding Challenges and Opportunities – Building brand in Indian Market

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the significance and functions of brands in various markets (L2)
- Identify different types of brands and their unique challenges. (L4)

## Unit 2 BRAND STRATEGIES 14

Strategic Brand Management process – Identifying and establishing brand positioning and values – Brand building – brand positioning and values brand repositioning – designing and implementing brand strategies – brand extension – brand transfer – brand hierarchy – Branding for Global Markets – Competing with foreign brands – Digital branding – Global branding – Corporate Branding – Service branding, B2B branding

Learning Outcomes: At the end of the unit, the student will be able to:

- Develop a strategic brand management process for positioning and value creation. (L3)
- Evaluate brand strategies in global markets, including digital and corporate branding. (L4)

## Unit 3 BRAND COMMUNICATIONS & BRAND EXTENSION 12

BRAND COMMUNICATION: Brand image Building – Brand Loyalty programs – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

BRAND EXTENSION: Naming new brand and extension – Advantages, Disadvantages of extension – Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

Learning Outcomes: At the end of the unit, the student will be able to:

- Design brand communication strategies, including loyalty programs and online promotions. (L3)
- Assess the pros and cons of brand extensions and their impact on brand equity. (L4)



**Unit 4 GROWING AND SUSTAINING BRAND EQUITY****8**

Customer based brand equity – Concept of brand equity, sources of brand equity – benefits of brand equity – choosing brand elements to build brand equity – Brand element choice criteria – Brand element option – brand element tactics– Measuring Sources of Brand Equity – Brand Equity measurement approaches.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the concept and sources of customer-based brand equity. (L2)
- Analyze brand equity measurement approaches and their effectiveness (L4)

**Unit 5 MANAGING BRANDS****6**

Brand Hierarchies – Brand Architecture: Definition and Types – Brand Turnaround and Rejuvenation – Brand Globalization: Reasons, Process, Advantages and Disadvantages.

Learning Outcomes: At the end of the unit, the student will be able to:

- Implement brand architecture and hierarchy to manage multiple brands effectively. (L3)
- Examine the process of brand globalization and its strategic advantages. (L4)

**Prescribed Textbooks:**

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 4th Edition, 2013.
2. Jean-Noël Kapferer, The New Strategic Brand Management, Kogan Page, 5th edition, 2012.

**Reference Books:**

1. B Lan Batey, Asian Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Temporal, Branding in Asia, John Willy, 2000.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandix, Biztranza, India, 2005.
5. Mahim Sagar, Deepali Singh, D.P. Agarwal, Achintya Gupta, Brand Management Ane Books Pvt. Ltd – (2009)

**Course Outcomes:**

At the end of the course, the student will be able to

1. Understand the fundamental concepts and significance of branding and its evolution
2. Analyze various brand strategies and their impact on brand positioning and values
3. Apply effective brand communication techniques and evaluate brand extension practices.
4. Examine the methods for building and sustaining brand equity in different markets.
5. Understand brand management practices including brand architecture and globalization

Blooms Level of Learning

L2

L4

L3

L4

L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3RT.1	1	1	1	2	-	-	-	1
24EMBA3RT.2	3	2	2	3	1	2	1	2
24EMBA3RT.3	1	2	-	3	-	2	1	1
24EMBA3RT.4	1	1	-	1	1	-	-	1
24EMBA3RT.5	1	1	1	2	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** INTEGRATED MARKETING COMMUNICATION  
**Category** PEC  
**Course Code** 24EMBA4IT

**Year** II MBA  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the importance of integrated marketing communications (IMC) and the role of advertising agencies.
- To learn to set IMC campaign objectives and budgets.
- To understand various issues in designing message, creative and media strategies of IMC programs.
- To understand the Marketing communication mix in IMC programs.
- To learn the measures of IMC campaign effectiveness methods.

## Unit 1 INTRODUCTION TO IMC 10

Definition, Evolution and Importance of IMC – Tools for IMC – Role of Advertising in a Developing Economy – Participants in IMC Process – Advertising Agency; In-House Versus External Advertising Agencies, Types of Ad Agencies, Choosing an Agency.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the evolution, tools and process in Marketing Communication activities. (L2)
- Analyze different External advertising agencies versus In-house Advertising agencies. (L3)

## Unit 2 IMC OBJECTIVES AND BUDGETING 8

Marketing vs Communications Objectives – Sales vs Communications Objectives – DAGMAR Approach to Setting Objectives – Establishing the Promotional Budget – Budgeting Approaches.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the communications available to Marketers. (L2)
- Explain the Budgeting in Marketing. (L2)

## Unit 3 MESSAGE, CREATIVE AND MEDIA STRATEGIES 10

Message Strategies – Creative Brief – Unique Selling Proposition – Types of Advertising Appeals – Guidelines for Evaluating Creative Output – Advertising Terminology – Developing and Implementing Media Strategies.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand Marketing Communications Theories and Concepts. (L2)
- Analyze different Media Strategies. (L4)

## Unit 4 SALES PROMOTIONS AND OTHER MEDIA 8

Sales Promotions; Consumer and Trade Promotions, Coordination with IMC – Publicity and Public Relations; Advantages and Disadvantages – The Role of Direct Marketing in the IMC Program – IMC Using Social and Other Media-Web 2.0.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply marketing communication mix to achieve the communications, objectives of the IMC campaign plan.(L3)

## Unit 5 IMC EFFECTIVENESS MEASUREMENT 8

IMC Campaign Testing Process; Concept Testing, Rough Art, Copy, and Commercial Testing, Pretesting of Finished Ads and Post-testing of Ads – Essentials of Effective Testing.

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply the key terms, definitions, and concepts used in Integrated marketing communication. (L3)

#### Prescribed Textbooks:

1. Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, 3/e, Pearson, 2008.
2. Integrated Advertising, Promotion and Marketing Communications, Kruti Shah, Alon D'Souza, TMH, 2009
3. Advertising and Promotion – An Integrated Marketing Communication Approach, Shimp, Cengage, 2007.
4. Advertising, Sales and Promotion Management, S.A. Chunawalla, Himalaya, 2009

#### Reference Books:

1. Advertising & Sales Promotion, SHH Kazmi, SatishBatra, 3/e, Excel2009.
2. Advertising Management with Integrated Brand Promotion, O'Guinn. Allen, Semenik, Cengage,2009.
3. Advertising Management, Jethwaney, Jain, Oxford, 2009.
4. Contemporary Advertising, Arens, 10/e, TMH, 2009.

#### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain the various concepts of integrated marketing communication in the marketing function.                                   | L2 |
| 2. Evaluate the objectives of integrated marketing communication objectives and allocate promotional budgets.                      | L5 |
| 3. Design message, creative and media strategies for an Integrated Marketing Communication campaign.                               | L6 |
| 4. Analyze Integrated Marketing Communication Programs using their promotional mix elements.                                       | L4 |
| 5. Apply the key terms, definitions, and concepts used in integrated marketing communications in successful marketing of Products. | L3 |

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4IT.1	2	2	2	1	-	1	1	1
24EMBA4IT.2	2	2	1	2	1	1	1	1
24EMBA4IT.3	1	2	1	1	1	1	1	1
24EMBA4IT.4	2	3	2	1	-	1	1	1
24EMBA4IT.5	2	3	2	1	1	1	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

Title of the Course MARKET RESEARCH  
Category PEC  
Course Code 24EMBA4JT

Year II MBA.  
Semester I / II Semester  
Branch MBA

Lecture Hours

3

Tutorial Hours

0

Practice Hours

0

Credits

3

## Course Objectives:

- To explain the meaning and process of marketing research in management.
- To identify and differentiate various branches and applications of marketing research.
- To develop a structured marketing research proposal and design for effective research.
- To analyze and select appropriate scales of measurement and sampling methods in research.
- To create a well-organized and clear marketing research report using proper formats.

## Unit 1 MARKETING RESEARCH-BASIC UNDERSTANDING 12

Meaning of Market Research – Role of Marketing Research in Marketing Management – process of Marketing Research – Ethical Issues in Marketing Research – Nature & contents of Ethical Issues

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the role of marketing research in marketing management. (L2)
- Analyze ethical issues and their impact on marketing research processes. (L4)

## Unit 2 BRANCHES OF MARKETING RESEARCH 10

Consumer Research: Meaning & Scope, Need, Functions – Product Research: Meaning & Scope, Importance  
Advertising Research: What to Test, When to Test – Media Research - Functions of Media Research  
Motivational Research: Meaning uses & Limitations –Techniques - Marketing Research in India

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply knowledge of consumer research techniques to real-world scenarios. (L3)
- Evaluate the effectiveness of different types of advertising research. (L4)

## Unit 3 MARKETING RESEARCH PROPOSAL & DESIGN 8

Marketing Research Proposal – Meaning, Elements of Research Proposal – Marketing Research Design - Its Meaning, Its Importance – Types of Research Design - Criteria of good Research Design

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the essential elements of a marketing research proposal. (L2)
- Analyze various research designs and assess their suitability for specific studies. (L4)

## Unit 4 SCALES OF MEASUREMENT & SAMPLING IN MARKETING RESEARCH 10

Scales of Measurement – Meaning of Measurement in Marketing Research – criteria of sound Measurement of Marketing Research – Meaning of sampling, steps of sampling process –Types of sampling plans

Learning Outcomes: At the end of the unit, the student will be able to:

- Apply criteria for sound measurement in marketing research scenarios. (L3)
- Analyze different sampling methods and determine their appropriateness in research (L4)

**Unit 5                      MARKETING RESEARCH REPORT****8**

Meaning of Marketing Research Report – writing criteria of Marketing Research Report – Proforma / Format of a Market Research Report – Types of Research Report.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the components and structure of a marketing research report (L2)
- Critically evaluate different types of research reports for clarity and effectiveness (L4)

**Prescribed Textbooks:**

1. Essentials of Marketing Research By S.A.Chunawala – Himalaya Publishing House.
2. Marketing Research By B.S.Goel - Pragati Prakashan, Meerut (UP)
3. Marketing Management by Kotler, Keller, Gohary, Jha, 13th Edition, Pearson.

**Reference Books:**

1. Marketing Research by G.C. Beri, McGraw Hill 5<sup>th</sup> Edition.
2. Marketing Research: Concepts and Cases by Donald Cooper, Pamela Schindler, McGraw Hill Special Indian Edition (2005).

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain the role and ethical issues in marketing research processes.                  | L2 |
| 2. Apply knowledge to differentiate functions of consumer, product, and media research   | L3 |
| 3. Develop a comprehensive marketing research proposal with appropriate research design. | L6 |
| 4. Analyze different sampling methods and measurement scales in marketing research.      | L4 |
| 5. Prepare a structured marketing research report using correct formats and criteria     | L6 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4JT.1	2	2	1	1	-	-	3	1
24EMBA4JT.2	2	3	-	2	1	1	-	2
24EMBA4JT.3	2	2	-	2	2	-	-	1
24EMBA4JT.4	1	2	-	-	2	-	-	1
24EMBA4JT.5	1	1	-	2	-	-	-	3

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

Title of the Course     RETAIL MARKETING  
Category                PEC  
Course Code            24EMBA4KT

Year                    II MBA  
Semester            I / II Semester  
Branch                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the concepts, functions and types of retailers.
- To acquire an understanding of retailing strategies and retail locations.
- To develop knowledge of pricing and retail communication mix.
- To enhance the knowledge of retailing store management.
- To understand the concepts of CRM in retailing.

## Unit 1                    INTRODUCTION TO RETAILING                    10

Definition - Importance to Economy of Retailing - Functions of Retailing - Retail Characteristics - Types of Retailers – Theories of Retail Evolution – Retail as a Career - Retailing in India.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the impact of key market/retail trends upon this sector in the local and global contexts. (L2)
- Examine the key stakeholders and the roles/responsibilities of retail towards these stakeholders. (L2)

## Unit 2                    RETAIL MARKET STRATEGY                    10

Definition of Retail Strategy - Building a Sustainable Competitive Advantage – Growth Strategies- The Strategic Retail Planning Process - Retail Locations: Shopping Centers, City or Town Locations and Free-Standing Sites - Location and Retail Strategy - Retail Site Selection: Factors Affecting the Demand for a region or Trade Area, Factors Affecting the Attractiveness of Site.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand frameworks to develop high level retail marketing strategy. (L2)
- Apply marketing strategy through the retail mix – including product and merchandise mix, pricing, location and store- design, promotions, and store management. (L3)
- Understand needs to sustain in the market. (L2)

## Unit 3                    PRICING AND RETAIL COMMUNICATION MIX                    10

Retail Pricing Strategies - Approaches for Setting Prices - Price Adjustments - Using Price to Stimulate Retail Sales - Methods of communicating with customers - Planning the Retail Communication Process – Retail Marketing Mix.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Organized retail sector and its operations. (L2)
- Understand the various strategies involved with the retail sector. (L2)

## Unit 4                    HRM AND STORE MANAGEMENT                    12

Gaining Competitive Advantage Through HRM - Recruiting and Selecting store Employees - Motivating and Managing Store employees - Evaluating, Compensating and Rewarding store employees – Objectives of Good Store Design – Store Layout - Space Planning – Merchandising Presentation Techniques – Retail Atmospherics.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the retail problems and applying appropriate retail management models and theories to generate strategic and tactical solutions. (L2)
- Understand the functions of retail business and various retail formats and retail channel. (L2)

**Unit 5 CRM AND CUSTOMER SERVICE****12**

CRM Process: Collecting Customer, Analyzing, Developing CRM Programme – Implementing CRM Programme - Setting Services Standards – Meeting and Exceeding Service Standards – Communicating the Service Problem - Service Recovery.

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze how retail managers can make informed strategic choices in relation to managing channels. (L4)
- Understand Supply Chain partners. (L2)

**Prescribed Textbooks:**

1. Levy, Weitz and Pandit – Retailing Management, 6/e, Tata McGraw-Hill
2. Swapna Pradhan – Retailing Management, 3/e, Tata McGraw-Hill
3. Berman Barry, Evans Joel R, (2002) Retail Management- A Strategic Approach 8/e (Prentice Hall of India).

**Reference Books:**

1. Sinha Piyush Kumar and Uniyal Dwarika, Retail Management - An Asian Perspective, Thomson Learning, Singapore, 2005.
2. Retail Management by Chetan Bajaj, Rajnish Tuli and Nidhi V Srivastava. (Oxford University Press).
3. Retailing by Dale M. Lewison 6/e (Prentice Hall)
4. Sinha Piyush Kumar and Uniyal Dwarika, Retail Management - An Asian Perspective, Thomson Learning, Singapore, 2005.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

1. Explain the basic concepts of Retail Management.
2. Summarize about the Retail market strategies and locations.
3. Describe Pricing and Retail Communication Strategies.
4. Comprehend about gaining competitive advantage through Human resource Management functions and Store management.
5. Explain about Customer Relationship Management and Customer Service Standards.

L2  
L2  
L2  
L2  
L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4KT.1	3	3	1	1	1	1	1	1
24EMBA4KT.2	3	3	1	2	2	2	1	1
24EMBA4KT.3	3	2	2	2	1	3	1	1
24EMBA4KT.4	3	3	1	-	1	1	-	1
24EMBA4KT.5	3	3	-	1	-	2	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** SERVICES MARKETING  
**Category** PEC  
**Course Code** 24EMBA4LT

**Year** II MBA  
**Semester** I / II Semester  
**Branch** MBA

**Lecture Hours**

3

**Tutorial Hours**

0

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- To understand the importance, characteristics and strategies of Services marketing.
- To understand the services market segmentation.
- To summarize the planning and branding techniques in service product and New Service Development.
- To understand the GAP model of service quality and the strategies linked to service quality.
- To summarize external marketing and consumer grievance recovery strategies.

## Unit 1 UNDERSTANDING SERVICES MARKETING 10

Introduction to Services Marketing – Importance and Characteristics of Services – Growth of Services Sector – Services in the Indian Economy – Services Strategy.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand what is services and role of services in Indian economy. (L2)
- Discuss characteristics and growth of services. (L2)

## Unit 2 SERVICES MARKET SEGMENTATION 10

The Process of Market Segmentation – Selecting the Appropriate Customer Portfolio – Creating and Maintaining Valued Relations – Customer Loyalty.

Learning Outcomes: At the end of the unit, the student will be able to:

- summarize services Segmentation. (L2)
- express valued relations in the market. (L2)

## Unit 3 CREATING VALUE IN A COMPETITIVE MARKET 13

Positioning a Service in The Market – Value Addition to The Service Product – Planning and Branding Service Products – New Service Development.

Learning Outcomes: At the end of the unit, the student will be able to:

- comprehend new services development. (L21)
- Explain the planning and branding the service products. (L2)

## Unit 4 SERVICE QUALITY MANAGEMENT 12

Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence – Pricing of Services – Pricing Strategies Linked to Value Perceptions.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the Service quality management. (L2)
- Illustrate the GAP model of Service Excellence in Marketing. (L4)

## Unit 5 EXTERNAL MARKETING 10

Word of Mouth Communication – Interactive Marketing – Management of Moments of Truth – Service Deficiencies – Consumer Grievance Recovery Strategies.

Learning Outcomes: At the end of the unit, the student will be able to:

- Compare various business promotional programs. (L2)



- Explain the Consumer Grievance recovery strategies. (L2)

#### Prescribed Textbooks:

1. Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, 6/e, Pearson, 2009.
2. Services Marketing – Integrating Customer Focus Across the Firm, Valarie A. Zeithaml and Mary Jo-Bitner: 4/e, TMH, 2009
3. Services Marketing – Concepts Planning and Implementation, Bhattacharjee, Excel, 2009.

#### Reference Books:

1. Marketing of Services, Hoffman, Bateson, Cengage, 2006.
2. Services Marketing, Srinivasan, 2/e, PHI, 2009.
3. Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford, 2009.
4. Services Marketing – Text and Cases, Rajendra Nargundkar, TMH, 2009.
5. Service Sector Management, C. Bhattacharjee, Jaico, 2008.

#### Course Outcomes:

At the end of the course, the student will be able to

Blooms Level of Learning

1. Explain the importance to services, growth of services and service sector role in Indian economy.
2. Describe service quality measurements to build customer loyalty.
3. Explain positioning a service in the market and planning and branding service products.
4. Apply new approaches for managing customer satisfaction and loyalty.
5. Apply suitable communication programs in external marketing.

L2  
L2  
L2  
L3  
L3

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4LT.1	2	2	1	2	2	-	1	-
24EMBA4LT.2	2	2	1	2	2	-	1	1
24EMBA4LT.3	2	2	1	2	2	-	-	-
24EMBA4LT.4	3	2	1	2	3	2	1	1
24EMBA4LT.5	3	2	1	2	3	2	1	-

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** Talent and Performance Management  
**Category** PEC  
**Course Code** 24EMBA3ST

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To explain the basic concepts of Performance Management.
- To describe the concepts of Performance monitoring and Performance Review Meetings.
- To comprehend the concepts of Coaching and Counselling.
- To explain the Stock taking of Performance and performance Appraisal methods.
- To summarize the concepts of Compensation and Reward system.

## Unit 1 PERFORMANCE MANAGEMENT 10

Concept – Performance Management vs Performance appraisal – Performance Management vs Human Resource Management – Purpose – Significance – Benefits to Organization, Benefits to Managers, Benefits to Employees – Characteristics of Performance Management – Process – Introducing PMS in an Organization.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the basic concepts of Performance Management. (L2)
- Explain the process of Performance Management System. (L2)

## Unit 2 MONITORING PERFORMANCE 13

Monitoring Performance – Performance Reviews: Objectives, Frequency of Review, Conducting Review Meetings, Problems in Conducting Meetings, Guidelines for Conducting Meetings.

Learning Outcomes: At the end of the unit, the student will be able to:

- Summarize the concept of Performance monitoring. (L2)
- Comprehend the importance of conducting performance review meetings in an organization. (L2)

## Unit 3 COACHING AND COUNSELLING 10

Coaching for Performance Improvement – Concept – Tips for Effective Coaching Counselling – Functions of Counselling – Steps in Counselling Process.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the process and techniques of coaching. (L2)
- Summarize the functions, steps and tips for effective counseling. (L2)

## Unit 4 ANNUAL STOCK TAKING 12

Stock Taking of Performance – Uses – Appraisal System Design: Process and Approaches – Appraisal Methods – MBO and Assessment Centre – 360-Degree Appraisal – Balanced Scorecard.

Learning Outcomes: At the end of the unit, the student will be able to:

- Describe the process of Stock taking of Performance. (L2)
- Analyze the various Performance appraisal methods (L4)

## Unit 5 REWARD AND COMPENSATION MANAGEMENT 14

Concept and Types of Compensation – Objectives – Competitive Compensation Design – Internal Factors – External Factors – Equity in Compensation Systems – Fringe Benefits – Objectives – Factors Influencing Fringe Benefits – Types of Fringe Benefits – Retirement Benefits, Statutory and Tax Aspects.

Learning Outcomes: At the end of the unit, the student will be able to:

- Explain the concept of Compensation Management. (L2)
- Understand the various benefits and rewards provided to an employee in an organization. (L2)

**Prescribed Textbooks:**

1. Performance Management, Herman, Aguinis, Pearson Education, 2009.
2. Performance Management and Appraisal Systems, T.V. Rao, Response, 2008.
3. Performance Management, Kandula, PHI, 2009.
4. Performance Management, Michael Armstrong, Kogan Page, 2007.

**Reference Books:**

1. Performance Management, A.S. Kohil, T. Deb, Oxford, 2008.
2. Performance Management, Dinesh K. Srivastava, Excel, 2008
3. 360 Degree Feedback and Assessment and Development Centers, T.V. Rao, Excel, 2008.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Explain the basic concepts of performance management.   | L2 |
| 2. Comprehend the concepts of performance monitoring and Performance reviews in an organization. | L2 |
| 3. Describe various tips for Coaching and Counselling in an Organization.                        | L2 |
| 4. Summarize the methods of employee performance appraisal in an organization.                   | L2 |
| 5. Analyze the compensation and reward strategies to motivate employees                          | L4 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3ST.1	2	2	1	1	-	1	-	1
24EMBA3ST.2	3	2	2	2	-	1	1	1
24EMBA3ST.3	3	2	-	2	1	1	-	-
24EMBA3ST.4	2	2	1	-	-	-	-	1
24EMBA3ST.5	3	2	-	-	1	1	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** SUSTAINABLE HRM  
**Category** PEC  
**Course Code** 24EMBA3TT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To Recognize their responsibility to the common good.
- To Understand the environment and society.
- To apply ethical perspectives in informed decision making
- To think critically and reflectively
- To demonstrate values, knowledge, skills and attitudes appropriate to the discipline and/or profession

## Unit 1 INTRODUCTION 12

Sustainability to Sustainable HRM – An Evolutionary Perspective. Role of HRM in developing economically, socially and ecologically sustainable organizations; Role of HRM in developing sustainable HRM systems; Environment management and human resource.

Learning Outcomes: At the end of the unit, the student will be able to:

- To analyze the evolution of Sustainable HRM and explain HRM's role in building sustainable organizations (L4)
- To evaluate the role of HRM in developing and implementing sustainable HRM systems. (L2)

## Unit 2 PRACTICES AND CHALLENGES IN SUSTAINABLE HRM 10

The Emergence and Scope of Sustainable HRM, Characteristics of Sustainable HRM, Sustainable HRM Outcomes, Benefits of adopting Sustainable HRM Practices, Barriers in Adopting Sustainable Human Resource Management.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Assess the role of HRM in environment management and describe practices that promote sustainability within organizations. (L3)
- To Describe the characteristics and outcomes of Sustainable HRM (L1)

## Unit 3 SUSTAINABLE HRM PRACTICES 12

Indicators of Sustainable Human Resource Management, Environmental Sustainability, Social Sustainability, Economic Sustainability, Sustainable HR Practices – Green HRM Practices, Pro-environmental Behavior, Attracting Talent and Being Recognized as an “Employer of Choice”, Retaining a Motivated and Healthy Workforce, Investing in the Skills of the Current and Future Workforce, Practice-Based Model for the Sustainability– HRM Link

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the effectiveness of sustainable HRM practices, including Green HRM and pro-environmental behavior (L1)
- To Analyze the Link Between Sustainable HRM and Organizational Success, Including Talent Attraction, Workforce Retention, and Skill Development (L4)

#### Unit 4 THEORETICAL FOUNDATIONS AND STRATEGIC FRAMEWORKS 12

Theoretical Bases of S-HRM: Stakeholder theory, Corporate Citizenship theory, Institutional theory, Competitive Advantage through Sustainable-HRM system, ROC –Model Ethical positions of firms (ego, benevolence, principled), Corporate Social Responsibility and the Industry 4.0- A Sustainable Human Resource Management Framework.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Explain the Theoretical Foundations of Sustainable HRM (L3)
- To Analyze the Strategic Role of Sustainable HRM in Creating Competitive Advantage through CSR (L4)

#### Unit 5 SUSTAINABLE LEADERSHIP AND FUTURE-ORIENTED HRM PRACTICES 12

Sustainable Leadership, Measurement, monitoring, and reporting, Sustainable return on investment (S-ROI) and 'Triple top line' (TTL) Learning for sustainability: Developing personal ethics; Sustainable Knowledge-Sharing; The Future of Sustainable HRM

Learning Outcomes: At the end of the unit, the student will be able to:

- To Importance of Sustainable Leadership, Measurement, and Reporting in Achieving Long-Term Organizational Success (L1)
- To Define the Future of Sustainable HRM, Focusing on Sustainable Knowledge-Sharing and Developing Personal Ethics for Sustainability (L2)

#### Prescribed Textbooks:

1. Ehnert, I, Harry, W., Zink, K J. (2014). 'Sustainability and Human Resource Management: Developing sustainable business organizations', Springer, UK, Germany.
2. Banyai, T (2018). Sustainable Human Resource Management, MDPI.

#### Reference Books:

1. "Sustainable HRM: Strategies, Practices, and Challenges" by Carolina Machado and J. Paulo Davim
2. "Strategic Human Resource Management and Sustainability: Theory, Practice, and Research" by Catherine Bailey, David Mankin, Clare Kelliher, and Thomas Garavan.

#### Course Outcomes:

At the end of the course, the student will be able to

- |   |                          |
|---|--------------------------|
|   | Blooms Level of Learning |
| 1. Summarize the conceptual foundations and practice of Sustainable Human Resources Management (S-HRM) in contemporary organizations. | L2                       |
| 2. Analyze the importance to include nature, people and society in business decision-making.  | L4                       |
| 3. Understand sustainability from ecological, social, economic and human resource perspective.  | L2                       |
| 4. Assess the effectiveness of business strategies and approaches to sustainability.  | L4                       |
| 5. comprehend of the main challenges that sustainable development has to face both on its social and environmental aspects.           | L2                       |

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3TT.1	1	1	2	1	1	-	2	2
24EMBA3TT.2	3	3	-	-	2	1	-	1
24EMBA3TT.3	2	2	-	2	2	-	-	2
24EMBA3TT.4	3	2	-	2	2	-	1	2
24EMBA3TT.5	2	2	-	1	1	-	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** LEADERSHIP AND TEAM DYNAMICS  
**Category** PEC  
**Course Code** 24EMBA3UT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To analyze the abilities in understanding the behavior of individuals and groups in organizations.
- To apply tools for diagnosing and enhancing team effectiveness.
- To increase awareness of how successful business executives, lead and what separate them from their successful counterparts.
- To gain experience in leadership situations, including learning to deal with conflict, time pressure, and different accountability system.
- To develop the confidence as a leader, knowing that leadership happens everywhere in organizations.

## Unit 1 INTRODUCTION 12

Evolution of Leadership over the years: myths about leadership; Definitions, process and functions of leadership; The universal inner structure of a good leader-the character, selflessness ambition; essential qualities-courage, will power, initiatives.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Analyze the Evolution of Leadership and Dispel Common Leadership Myths. (L4)
- To Define the Essential Qualities of a Good Leader, Including Courage, Willpower, and Selflessness. (L2)

## Unit 2 DEALING WITH SELF AND PEOPLE 12

Knowledge of job and self, dealing with people at various levels- colleagues, boss, working for leader; communication, leadership styles, leadership in global context; transformational and transactional leadership, center for creative leadership studies.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Apply Effective Communication and Leadership Strategies for Dealing with Colleagues, Superiors, and Subordinates (L3)
- To Understand and differentiate between transformational and transactional leadership styles (L1)

## Unit 3 STRENGTHENING LEADERSHIP POTENTIALS 10

Strengthening Leadership potentials- Meaning, Self-Development Dairy, lesson from the life sketch of Benjamin Franklin, M.K Gandhi, Winston Churchill.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Explain the Importance of Self-Development in Strengthening Leadership Potential Using Historical Examples. (L1)
- To Summarize the Personal Leadership Growth by Applying Lessons from the Lives of Renowned Leaders. (L2)

**Unit 4 TEAM DYNAMICS****12**

History-Team Dynamics introduction, Meaning, Definitions-Purpose and value of team dynamics- Team Compositions, Norms and Values, Behavior in Teams, Power and Influence in Teams, Managing conflicts in teams. Learning Outcomes: At the end of the unit, the student will be able to:

- To Analyze Purpose and value of team Dynamics. (L3)
- To Describe values and behavior in Teams. (L2)

**Unit 5 TEAM EVALUATION AND COMMUNICATION****12**

Problems, Assessment of successful teams, team and team member evaluation, standards of evaluation, result based evaluation, suggestions for evaluations. Team communication models, effective communication in teams, communication barriers.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Summarize the Concepts of Team Evaluation. (L1)
- To Describe the Team communication models, effective communication in teams, communication barriers. (L2)

**Prescribed Textbooks:**

1. "Leadership for the Twenty-First Century" by Joseph C. Rost.
2. "Leadership in Organizations" by Gary Yukl, 9th Edition.

**Reference Books:**

1. "Leadership: Theory and Practice" by Peter G. Northouse Sage Publications, 9th Edition.
2. "Team Dynamics: Theory, Research, and Practice" by Eduardo Salas, Gerald F. Goodwin, and C. Shawn Burke.
3. "The Leadership Challenge" by James M. Kouzes and Barry Z. Posner 7th Edition.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Describe the evolution of leadership and dispel common myths while identifying the essential qualities of a good leader.
2. Understand the leadership techniques in different organizational levels, including understanding transformational and transactional leadership styles.
3. Explain the importance of self-development for leadership growth, using lessons from historical leaders to guide personal development.
4. Analyze the purpose, value, and behavior in team dynamics, including the roles of power, influence, and conflict management in teams.
5. Summarize the key concepts of team evaluation, including assessment methods, standards, and communication models for enhancing team effectiveness.

Blooms Level of Learning

L2

L2

L2

L4

L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3UT.1	2	2	2	1	3	1	1	1
24EMBA3UT.2	1	1	2	3	1	-	-	1
24EMBA3UT.3	2	2	1	1	-	-	1	-
24EMBA3UT.4	3	3	2	2	1	1	-	1
24EMBA3UT.5	2	2	2	3	1	-	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

SSSS UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** LEARNING AND DEVELOPMENT  
**Category** PEC  
**Course Code** 24EMBA3VT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

**Lecture Hours**

3

**Tutorial Hours**

0

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- To Understand the concepts of Learning and Development
- To Describe the Theories of Learning and Learning Cycle.
- To develop the effective Training and Learning for employee development.
- To Describe the Training need and Data collection for Training need analysis.
- To develop knowledge about Executive Development or Management Development.

## Unit 1 INTRODUCTION TO EMPLOYEE LEARNING AND DEVELOPMENT

10

Learning meaning and significance, the forces influencing working and learning, classification of learning capabilities; The basic principles of learning, the learning process, Mental and Physical processes.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the Concept, principles of Learning and Development. (L1)
- To Describe the learning processes. (L2)

## Unit 2 THEORIES OF LEARNING

12

Learning theories – Reinforcement theory, social learning theory, Goal Theories, Expectancy theory, Pedagogy and andragogy; The learning Cycle- Instructional Emphasis for learning outcomes

Learning Outcomes: At the end of the unit, the student will be able to:

- To Discuss the Theories of Learning. (L2)
- To Comprehend the Learning Cycle (L2)

## Unit 3 TRAINING AND LEARNING

10

Introduction, Meaning, designing effective Training, forces influencing Working and Learning, Strategic Training, Work Environment, Characteristics influencing transfer of Learning, Organizational environment encouraging transfer.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Impart Knowledge on effective training and Learning. (L2)
- To Enlighten various forces influencing working and Learning. (L3)

## Unit 4 TRAINING NEED ANALYSIS

12

Meaning and significance of Training needs – type of needs –components of needs; Data Collection-Methods of Data collection – Training design significance – Principles of Training Design -Design Process -Analysis and interpretation.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Analyze various types and components of training need analysis. (L2)
- To Describe the principles and process of Training design. (L2)



**Unit 5 EXECUTIVE DEVELOPMENT/MANAGEMENT DEVELOPMENT****12**

Need, Factors effecting MDP-Methods-Process-Administration, delivery-costing and pricing-company Strategies for providing development-increased use of new technologies for learning-increased demand for learning for virtual work arrangements.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the Concept of Management Development. (L1)
- To Describe the new technologies for learning. (L2)

**Prescribed Textbooks:**

1. "The Adult Learner: The Definitive Classic in Adult Education and Human Resource Development" by Malcolm S. Knowles, Elwood F. Holton III, and Richard A. Swanson
2. "Human Resource Development: Theory and Practice" by Juani Swart, Clare Mann, Steve Brown, and Alan Price

**Reference Books:**

1. "Employee Training and Development" by Raymond A. Noe.
2. "Training and Development: Enhancing Communication and Leadership Skills" by Steven A. Beebe, Timothy P. Mottet, and K. David Roach.
3. "Designing and Delivering Training Programs: The Essential Guide to Creating Effective Programs" by David S. Murphy.

**Course Outcomes:**

At the end of the course, the student will be able to

1. Gain foundational knowledge of what learning means and the basic principles that govern employee development.
2. Analyze different learning theories, such as reinforcement, social learning, goal-setting, and expectancy theory.
3. Design effective training programs, and understand the strategic influences on working and learning.
4. Analyze training needs, recognizing different types and components critical for organizational success.
5. Understand the importance of management development, including key factors influencing management development programs (MDP).

Blooms Level of Learning

L2

L4

L6

L4

L2

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3VT.1	1	2	1	1	2	1	-	3
24EMBA3VT.2	3	3	-	1	1	-	-	3
24EMBA3VT.3	3	3	-	2	1	-	-	3
24EMBA3VT.4	3	3	1	2	-	-	-	3
24EMBA3VT.5	1	1	1	1	1	1	-	3

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** CROSS CULTURAL MANAGEMENT  
**Category** PEC  
**Course Code** 24EMBA3WT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

**Lecture Hours**

3

**Tutorial Hours**

0

**Practice Hours**

0

**Credits**

3

## Course Objectives:

- To Understand the concept of organizational culture and its dimensions
- To Analyze the role of culture in global management
- To Examine cross-cultural negotiation and decision-making processes
- To Develop and implement effective global human resources strategies
- To Analyze and manage organizational culture,

## Unit 1 ORGANIZATIONAL CULTURE 10

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the impact of organizational culture and its dimensions(L2)
- Apply an analytical framework to assess and address cultural differences(L3)

## Unit 2 GLOBAL MANAGEMENT AND CULTURAL COMMUNICATION 9

Culture and Global Management - Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building

Learning Outcomes: At the end of the unit, the student will be able to:

- Evaluate the role of culture in global business scenarios (L2)
- Develop communication strategies for Indian and foreign MNCs. (L2)

## Unit 3 CROSS-CULTURAL NEGOTIATION AND STRATEGIC ALIGNMENT 8

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

Learning Outcomes: At the end of the unit, the student will be able to:

- Evaluate the impact of cultural differences on decision-making processes (L2)
- Develop strategies for effective negotiation (L2)

## Unit 4 GLOBAL HUMAN RESOURCES MANAGEMENT 9

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

Learning Outcomes: At the end of the unit, the student will be able to:

- Design and execute staffing and training programs (L2)
- Implement motivational and leadership strategies (L3)

**Unit 5 MANAGING CORPORATE CULTURE****9**

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Learning Outcomes: At the end of the unit, the student will be able to:

- Diagnose the existing organizational culture (L2)
- Evaluate the success of culture change initiatives(L2)

**Prescribed Textbooks:**

1. "Globalizing Human Resource Management" by Paul Evans, Vladimir Pucik, and Randall Schuler
2. "Negotiating Across Cultures: International Business Negotiations" by Raymond Cohen
3. "The Culture Map: Breaking Through the Invisible Boundaries of Global Business" by Erin Meyer
4. Cross Cultural management: A Knowledge management Perspective by David G Collings and Kamel Mellahi. 2023.
5. Intercultural competence in Indian Business by A.S. Agarwal.

**Reference Books:**

1. Cashby Franklin, Revitalize Your Corporate Culture: Phi, Delhi
2. Deresky Helen, International Management: Managing across Borders And Cultures, Phi, Delhi
3. Essen Drlarry, R Childress John, The Secret of a Winning Culture: Phi, Delhi
4. International Communication in global Workplace: The Real secret to Success by David Livermore, 2023.

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Evaluate the influence of organizational culture in business decision-making and strategy development | L5 |
| 2. Design and implement communication strategies Globally  | L6 |
| 3. Apply cross-cultural negotiation skills and strategic alignment practices                             | L3 |
| 4. Develop and apply comprehensive global HR strategies  | L6 |
| 5. Develop and execute comprehensive strategies for managing and transforming corporate culture          | L6 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3WT.1	2	2	1	2	1	1	1	1
24EMBA3WT.2	2	2	1	2	2	1	1	1
24EMBA3WT.3	2	2	1	1	1	1	2	1
24EMBA3WT.4	2	2	-	1	-	1	1	1
24EMBA3WT.5	2	2	2	1	2	1	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** GLOBAL HUMAN RESOURCE MANAGEMENT  
**Category** PEC  
**Course Code** 24EMBA3XT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To Develop an understanding of the expanding role of global issues and challenges
- To Analyze the role of culture in global management
- To Examine cross-cultural negotiation and decision-making processes
- To Develop and implement effective global human resources strategies
- To Analyze and manage organizational culture,

## Unit 1 ORGANIZATIONAL CULTURE 10

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work

Learning Outcomes: At the end of the unit, the student will be able to:

- Analyze the impact of organizational culture and its dimensions(L2)
- Apply an analytical framework to assess and address cultural differences(L3)

## Unit 2 GLOBAL MANAGEMENT AND CULTURAL COMMUNICATION 9

Culture and Global Management - Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building

Learning Outcomes: At the end of the unit, the student will be able to:

- Evaluate the role of culture in global business scenarios (L2)
- Develop communication strategies for Indian and foreign MNCs. (L2)

## Unit 3 CROSS-CULTURAL NEGOTIATION AND STRATEGIC ALIGNMENT 8

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

Learning Outcomes: At the end of the unit, the student will be able to:

- Evaluate the impact of cultural differences on decision-making processes (L2)
- Develop strategies for effective negotiation (L2)

## Unit 4 GLOBAL HUMAN RESOURCES MANAGEMENT 9

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

Learning Outcomes: At the end of the unit, the student will be able to:

- Design and execute staffing and training programs (L2)
- Implement motivational and leadership strategies (L3)

**Unit 5 MANAGING CORPORATE CULTURE****9**

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Learning Outcomes: At the end of the unit, the student will be able to:

- Diagnose the existing organizational culture (L2)
- Evaluate the success of culture change initiatives(L2)

**Prescribed Textbooks:**

1. "Globalizing Human Resource Management" by Paul Evans, Vladimir Pucik, and Randall Schuler
2. "Negotiating Across Cultures: International Business Negotiations" by Raymond Cohen
3. "The Culture Map: Breaking Through the Invisible Boundaries of Global Business" by Erin Meyer

**Reference Books:**

1. Cashby Franklin, Revitalize Your Corporate Culture: Phi, Delhi
2. Deresky Helen, International Management: Managing across Borders And Cultures, Phi, Delhi
3. Essen Drlarry, R Childress John, The Secret of a Winning Culture: Phi, Delhi

**Course Outcomes:**

At the end of the course, the student will be able to

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Evaluate the influence of organizational culture in business decision-making and strategy development | L5 |
| 2. Design and implement communication strategies Globally  | L6 |
| 3. Apply cross-cultural negotiation skills and strategic alignment practices                             | L3 |
| 4. Develop and apply comprehensive global HR strategies  | L6 |
| 5. Develop and execute comprehensive strategies for managing and transforming corporate culture          | L6 |

**CO-PO Mapping:**

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA3XT.1	2	2	1	2	1	1	1	1
24EMBA3XT.2	2	2	1	2	2	1	1	1
24EMBA3XT.3	2	2	1	1	1	1	2	1
24EMBA3XT.4	2	2	-	1	-	1	1	1
24EMBA3XT.5	2	2	2	1	2	1	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course**      COMPENSATION AND BENEFITS MANAGEMENT  
**Category**                PEC  
**Course Code**            24EMBA4MT

**Year**                    II MBA  
**Semester**            I / II Semester  
**Branch**                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To Develop a comprehensive understanding of compensation systems
- To Familiarize with the various pay systems and strategies
- To Develop and implement market-competitive compensation system
- To Design and manage comprehensive employee benefit programs
- To Analyze and develop international and executive compensation strategies

## Unit 1                    INTRODUCTION TO COMPENSATION MANAGEMENT                    10

Concept of compensation-Exploring and defining the compensation context-System of compensating-compensation dimensions-concept of reward-Role of compensation in Organization- Non financial compensation system-Concept of total reward system-new trends in compensation management-The 3-Pcompensationconcept Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the concept of Compensation (L2)
- Evaluate the Role of Compensation in Organizations (L2)

## Unit 2                    COMPENSATION AND EMPLOYEE BEHAVIOUR                    9

Bases of Traditional Pay System and Modern Pay System-Establishing Pay plans- Aligning CompensationStrategywithHRStrategyandBusinessStrategy-SeniorityandLongevitypay- Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay-Team Based Pay.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the foundations of traditional and modern pay systems (L2)

## Unit 3                    DESIGNING COMPENSATION SYSYTEM                    10

Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys- Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand how to create an internally consistent compensation system(L2)
- Learn to build market-competitive compensation systems(L2)

## Unit 4                    EMPLOYEE BENEFITS MANAGEMENT                    10

Components- Legally required Benefits-Benefits Administration-Employee Benefits and Employee Services – Funding Benefits through VEBA-Costing the Benefits-Components of Discretionary - Core Fringe Compensation-DesigningandPlanningBenefitProgram-TotallyIntegratedEmployeeBenefit Program.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the components and administration of legally required and discretionary employee benefits(L2)
- Learn how to design and plan cost-effective employee benefit programs (L2)

## Unit 5 Strategic Compensation Challenges

9

International Compensation and Competitive Strategies-Executive Compensation Packages– Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules Compensation for Expatriates and Repatriates – Strategic Issues and Choices in Using Contingent and Flexible Workers.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the strategies of international compensation and managing diverse global workforces(L2)
- Learn to design and evaluate executive compensation packages(L2)

### Prescribed Textbooks:

1. "Compensation and Benefits Design: Applying finance and Accounting principles to Global Human Resource Management Systems by Bashkar D Biswas, 2023.
2. Pay matters: The art and Science of employee Compensation, David Buckmaster, 2023.
3. Managing compensation and Benefits; Strategic Perspectives by S.K.Bhatnagar.

### Reference Books:

1. Compensation: Strategic Approaches by Steven T.Hunt.
2. Employee compensation and Benefits: trends and Practices by M.S.Sharma
3. Reward Management: A Strategic Approach By N.C.Jain.

### Course Outcomes:

At the end of the course, the student will be able to

1. Understand the basic concepts of Various Compensation Concepts and Systems
2. Evaluate and Design effective pay systems
3. Design and implement an internally consistent and market-competitive compensation system
4. Apply and manage comprehensive employee benefit programs
5. strategically design and manage international and executive compensation packages

Blooms Level of Learning

L2

L5

L6

L3

L3

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4MT.1	2	2	-	1	-	1	1	1
24EMBA4MT.2	2	2	1	2	1	1	1	2
24EMBA4MT.3	2	2	1	2	1	1	1	1
24EMBA4MT.4	1	2	-	1	1	2	2	1
24EMBA4MT.5	2	2	-	2	-	1	1	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** INDUSTRIAL PSYCHOLOGY  
**Category** PEC  
**Course Code** 24EMBA4NT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To understand the fundamental theory and concepts of industrial psychology.
- To understand the relationship between employee attitude, job satisfaction.
- To understand the employee stress and job performance.
- To comprehend the effective performance Appraisal process and trends in Appraisal process.
- To summarize the causes and effects of work place stress and accidents and create comprehensive strategies for promoting a safe and healthy environment.

## Unit 1 INTRODUCTION 12

Definition, Goals, Forces and Fundamental Concepts- Nature of People and Nature and Organizations- Historical Development of Industrial Psychology- Two Classic Studies- Time and motion Study-Nature and Characteristics, Psychological Implications and Short comings- Objections to change, Intrusion as an outsider, increased feeling of insecurity- Hawthorne Studies- Five Experiments, Implications, Criticisms.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the fundamental concepts and goals of industrial psychology. (L2)
- To know the psychological factors influencing the organization behavior through Hawthorne studies. (L2)

## Unit 2 ATTITUDE AND JOBSATISFACTION 12

Attitude and job Satisfaction: Attitude –need and Importance of Studying Attitude in Industry- Consequences of unfavorable attitude- Techniques to improve Attitude in Industry- Good Behavior of Supervisor- Persuasion. Job Satisfaction- Definition, Determinants of Job Satisfaction- Personal Factors- Factors related to the job Factors controlled by the management.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the importance of Attitude and behavior in the industries. (L2)
- Summarize the job satisfaction and related factors controlled by the management. (L2)

## Unit 3 EMPLOYEE STRESS AND COUNSELLING 16

Employee Stress- Definition, Symptoms of stress, Extreme products of stress- Burn out, Trauma, Work place trauma, Causes of stress-Job related causes of stress. Frustration- sources of frustration, Stress and job performance, Stress Vulnerability- Stress threshold. Perceived Control, Type A and B Type people. Employee Counselling- Need for Counseling, Counselling Types- Directed, Non-Directed, Participative counselling.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the concept employee stress and frustration. (L2)
- To summarize the counselling need, types and participation. (L2)

## Unit 4 PERFORMANCE APPRAISAL SYSTEM 12

Definition, Appraisal Process- Designing an Effective Performance System-Setting clear performance standards- Ensuring Fairness and Objectivity-Alienating with Organizational Goals- Implementing Performance Appraisal- Appraisal Process and Steps, Role of appraisers and appraisees, Training for Appraisers- Challenges and Issues,



Feedback and Development, Evaluating the Performance Appraisal System-Future Trends in Performance Appraisal System, -.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the effective performance system. (L2)
- To comprehend the performance appraisal system evaluation and its future trends. (L2)

## Unit 5 CONDITIONS OF WORK AND ACCIDENTS 10

Conditions of work: Physical conditions of work illumination, Noise, Color, Music, Temperature and Humidity. Temporal Conditions of Work-Hours of Work, Length of Work week. Flexible Working Hours, Rest Pauses, Shift Work, Psychological Conditions of Work- Boredom, Monotony and Fatigue. Industrial accidents- Definition. Causes and Prevention.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the causes and reasons of work place stress and accidents. (L2)
- To comprehend the psychological conditions of work and prevention of industrial accidents. (L2)

### Prescribed Textbooks:

1. Miner J.B Industrial Organizational Psychology, McGraw Hill Inc., New York, 1992 Harrell.
2. Aswathappa k. Human Resource and Personal Management, Tat McGraw Hill. New Delhi, 1997.

### Reference Books:

1. Blum M. L., J.C. Industrial Psychology, CBS Publishers and Distributors, New Delhi, 1984
2. Mohanty G. Industrial Psychology and Organizational Psychology, Kalyani Publishers, Ludhiana.
3. Schultz D.P. and Schultz E. S Psychology and work today 6<sup>th</sup> edition, Mac Milan Publishing Company New York.

### Course Outcomes:

At the end of the course, the student will be able to

- |  |                                |
|--|--------------------------------|
| 1. Explain key concepts and theories of industrial psychology.     | Blooms Level of Learning<br>L2 |
| 2. Evaluate the factors influencing attitude and Job Satisfaction. | L5                             |
| 3. Explain the causes and effect of work place stress.             | L2                             |
| 4. Summarize the performance Appraisal system and development.     | L2                             |
| 5. Explain the importance of work conditions and safety.           | L2                             |

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4NT.1	2	1	2	-	1	1	-	1
24EMBA4NT.2	3	2	1	-	1	2	2	1
24EMBA4NT.3	2	2	2	2	1	1	-	1
24EMBA4NT.4	2	2	3	2	1	1	-	1
24EMBA4NT.5	2	2	2	1	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** TALENT MANAGEMENT  
**Category** PEC  
**Course Code** 24EMBA4OT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To Know about the basic aspects of talent management and have broad understanding about the talent management systems.
- To explore the Key elements of Talent Planning.
- To summarize in detail about Talent Acquisition and engagement.
- To comprehend about talent retention and Compensation.
- To explain the various ways of development of talent.

## Unit 1 INTRODUCTION TO TALENT MANAGEMENT 12

Definition – Meaning of Talent Management, Overview, Concept, Scope of Talent Management, Need and Importance of Talent Management in organization. Objectives of talent management. Key Processes of Talent Management. Consequences of Failure in Managing Talent, Effective Talent Management System, Building Blocks of Talent Management System.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the Concept Scope and Importance of Talent Management. (L2)
- To know the Strategic Importance of Talent Management in driving Organization Success and Competitiveness. (L2)

## Unit 2 TALENT PLANNING 12

Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership. An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behavior.

Learning Outcomes: At the end of the unit, the student will be able to:

- Understand the core Objectives, steps in Talent Management Planning. (L2)
- Understand the Succession Planning Program. (L2)

## Unit 3 TALENT ACQUISITION AND ENGAGEMENT 16

Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. Talent Acquisition Process. Sources of Talent Management. Employer Branding, Knowledge edge in organizations, Current Application of Talent Management in Various Sectors.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the Talent Acquisition Recruitment Process, Application Sources of Talent Management. (L2)
- To explain solutions and Trends in Talent Acquisition. (L2)

## Unit 4 TALENT RETENTION AND COMPENSATION 12

Talent Retention Strategy. Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation Plan for Talent Engagement, Finding the Path for Success.

Learning Outcomes: At the end of the unit, the student will be able to:

- To understand the Talent Retention Strategy, elements of Rewards and Reward Philosophy. (L2)
- To Understand Strategic Compensation Plan and finding the path for Success. (L2)

## Unit 5 TALENT DEVELOPMENT

10

Talent development strategy. Competency Mapping and assessment technique- Recruitment appraisal, Potential appraisal, Training Need appraisal, Performance diagnosis and self- development initiatives. Mapping Business Strategies and Talent Management Strategies. Challenges of Talent Management.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the Talent Development Strategy, Competency Mapping and Techniques, Recruitment, Potential, appraisal. (L2)
- To comprehend performance Diagnosis, Strategies in business mapping and Trends in Talent Management. (L2)

### Prescribed Textbooks:

1. Lancer A. Berger, Dorothy R. Berger, (2011) The Talent Management Handbook, 2<sup>nd</sup> Edition Tata McGraw-Hill.

### Reference Books:

1. Rob Silzer, Ben E. Dowel, (2010).-Driven Talent Management: Leadership Imperative , Wiley.
2. Harrington Brad, Hall, Douglas T, (2008) Career Management and Work –Life Integration: Using Self-Assessment to Navigate Contemporary Careers. Sage Pub.
3. Paul Sparrow, Hugh Scullion, Ibai Tarique, (2014), Strategic Talent Management, Contemporary Issues in International Context Cambridge University Press.

### Course Outcomes:

At the end of the course, the student will be able to

1. Apply the basic aspects of talent management and also understand the need to have talent management culture to create business excellence.
2. Understand strategy for acquiring, engaging, developing and retaining talent and also determine the link between business planning and talent management.
3. Summarize assessment tools rooted in the organization's creed that include competencies, performance appraisal, potential forecast, and career planning.
4. Understand the approaches that are used to decide the allocation of financial rewards to employees
5. Summarize the need for ethics, sustainability, diversity, engagement, innovation, training, development, mentorship, and leadership within a talent management plan.

Blooms Level of Learning

L3

L2

L2

L2

L2

### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4OT.1	2	1	2	-	1	1	-	1
24EMBA4OT.2	3	2	1	-	1	2	2	1
24EMBA4OT.3	2	2	2	2	1	1	-	1
24EMBA4OT.4	2	2	3	2	1	1	-	1
24EMBA4OT.5	2	2	2	1	-	1	-	1

# ANNAMACHARYA UNIVERSITY

EXCELLENCE IN EDUCATION; SERVICE TO SOCIETY

(ESTD UNDER AP PRIVATE UNIVERSITIES (ESTABLISHMENT AND REGULATION) ACT, 2016)

**Title of the Course** INDUSTRIAL RELATIONS AND LABOUR LAWS  
**Category** PEC  
**Course Code** 24EMBA4PT

**Year** II MBA.  
**Semester** I / II Semester  
**Branch** MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
3	0	0	3

## Course Objectives:

- To Impart Knowledge of the contents of the laws relating to Trade unions, Impact of Globalization on IR Standing Orders and Industrial Disputes.
- To enable the students to interpret and apply these laws.
- To Impart Knowledge of the contents of the laws and expose the students to the interpretation and stimulate thinking on rationale behind the laws and their enforcement problems.
- To develop an understanding of the Interaction pattern among labor, management and the State.
- To impart basic Knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries.
- To make students understand the frame work of industrial relations in India and abroad; to educate students regarding labor legislations in India.

## Unit 1 INTRODUCTION 12

Industrial Relation: Concept, Scope and Approaches to Industrial Relations-Unitary, Pluralistic, and Radical approach, Industrial Relation Systems (IRS), Values in IR. Role of State in Industrial Relations in India. Major stakeholders of IR, Changing dimensions of IR in India. Impact of Globalization on IR.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Understand the Industrial Relations, IRS, Stakeholders of IR, Trade Unionism and Impact of Globalization on IR. (L2)
- To Summarize about the Indian Trade Union Act-1926. (L2)

## Unit 2 INDUSTRIAL DISPUTE: PREVENTIVE AND SETTLEMENT MACHINERY 12

Industrial Dispute: Causes, Types, methods of settlement of dispute in India under Industrial Dispute Act 1947, Code of Discipline and Grievance Management. Collective Bargaining: Meaning Concept and functions, Types of Bargaining, Process of Bargaining, and Emerging Trends in Collective Bargaining.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Summarize Industrial disputes, code of Discipline & Grievance Management. (L2)
- To know the Collective Bargaining Types, Trends and Process. (L2)

## Unit 3 LABOUR LEGISLATIONS CONCERNING WORKING CONDITIONS 16

Need, Objectives, Scope, growth of labor legislation in India. Legislations on working conditions, Factories Act 1948, Contract Labor (Regulation and Abolition) Act 1970. Industrial Employment act 1946. Trade union Act 1926.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Explain the Labor Legislations in India, Factories Act 1948, Contract Labor Act 1970. (L2)
- To Comprehend the Industrial Employment Standing Order Act 1940. (L2)

#### Unit 4 **LEGISLATIONS CONCERNING WAGES AND LABOUR SAFETY** 12

Payment of Wages Act 1936, Payment of Bonus Act 1965, Equal Remuneration Act 1976 The Workmen's Compensation Act, 1923, Employee State Insurance Act 1948, The Employees Provident Fund Act 1952 & 1995. Payment of Gratuity Act 1972, The Maternity Benefit Act 1961, Unorganized Workers social Security Act, 2008.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Comprehend the Legislations and Its related Acts. (L2)
- To Explain the Employees' wages & Labor Safety related Acts. (L2)

#### Unit 5 **INDUSTRIAL RELATION PRACTICES** 10

Tripartism and IR, ILC & SLC. ILO- Structure and Functions. Conventions and Recommendations. Binarism link with Tripartism, Strengthening Tripartite Social Dialogue. Worker's participation in Management: concept, Scope & Levels and functions, Forums of workers Participation, Worker's participation in other Countries.

Learning Outcomes: At the end of the unit, the student will be able to:

- To Explain the Tripartism and IR, ILO- Structure and Functions, Binarism link with Tripartism. (L2)
- To Summarize about Worker's Participation in Management and in other Countries. (L2)

#### Prescribed Textbooks:

1. Industrial Jurisprudence & Labor Legislation, A.M. Sharma, HPH.
2. Industrial Relations, Trade Union & Labor Legislation, Sinha, Shekhar, Pearson.
3. Labor Laws, Taxmann
4. Industrial and Labor Legislations, L.M. Porwal and Sanjeev Kumar- Vrinda

#### Reference Books:

1. Venkata Ratnam. C.S. Industrial Relations: Text & Cases. Delhi. Oxford University Press.
2. Dwivedi, R.S., Managing Human Resources "Industrial Relations in Indian Enterprises, New Delhi, Golgotha publishing Company.
3. Edwards, p. Industrial Relations: Theory and Practice in Britain. U.K>Blackwell Publishing.
4. Griffin & Moorhead, Organizational Behavior.

#### Course Outcomes:

At the end of the course, the student will be able to

- |  |                                |
|--|--------------------------------|
| 1. Apply their knowledge on industry related aspects and find out new ways of dealing with employee's grievances within the legal framework. | Blooms Level of Learning<br>L3 |
| 2. Understand the Various legal machineries available to settle disputes.  | L2                             |
| 3. Understand the various labor legislations concerning working conditions.  | L2                             |
| 4. Apply the laws concerning wages and labor safety.   | L3                             |
| 5. Understand the various Industrial relations practice in India.  | L2                             |

#### CO-PO Mapping:

Course Outcomes	Management Knowledge	Critical Thinking	Value based Leadership	Communication and Ethics	Multidisciplinary Environment	Entrepreneurship	Social Responsiveness	Life-long Learning
24EMBA4PT.1	2	1	2	-	1	1	-	1
24EMBA4PT.2	3	2	1	-	1	2	2	1
24EMBA4PT.3	2	2	2	2	1	1	-	1
24EMBA4PT.4	2	2	3	2	1	1	-	1
24EMBA4PT.5	2	2	2	1	-	1	-	1

**Programme outcomes:**

1. **Management Knowledge:** Apply knowledge of Management Theories and Practices to solve Business Problems.
2. **Critical Thinking:** Foster Analytical and Critical thinking abilities for Data – based decision making.
3. **Value Based Leadership:** Exhibit Leadership and collaboration skills within diverse, cross-functional teams.
4. **Communication and Ethics:** Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
5. **Multidisciplinary Environment:** The ability to lead oneself and others in achieving organizational goals by effectively using statistical and data analysis tools, contributing to better decision-making, and fostering a collaborative team environment
6. **Entrepreneurship:** Ability to evaluate best entrepreneurial opportunities and manage start-ups in the present Business world.
7. **Social Responsiveness:** Ability to navigate the complexities of modern business landscape with a strong sense of social responsibility and commitment to sustainable and inclusive business practices.
8. **Life Long Learning:** Ability to engage in independent and lifelong learning in the context of managing unpredictable Societal and Global issues.