



ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES  
RAJAMPET  
(An Autonomous Institution)

ACADEMIC REGULATIONS (R19), COURSE STRUCTURE AND SYLLABI  
For the students admitted to  
M.B.A., Regular Two Year Degree Programme from the Academic Year 2019-20



## VISION AND MISSION OF THE INSTITUTION

### Vision

We impart futuristic technical education and instil high patterns of discipline through our dedicated staff who set global standards, making our students technologically superior and ethically strong, who in turn shall improve the quality of life of the human race.

### Mission

Our mission is to educate students from the local and rural areas and from other states so that they become enlightened individuals, improving the living standards of their families, industry and society. We provide individual attention, world-class quality of Technical education and take care of character building.



# **ACADEMIC RULES AND REGULATIONS OF TWO -YEAR M.B.A REGULAR DEGREE PROGRAMME**

APPLICABLE FOR THE STUDENT BATCHES ADMITTED FROM THE ACADEMIC YEAR 2019-20

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## 1. PREAMBLE

Annamacharya Institute of Technology and Sciences (Autonomous), Rajampet, relentlessly aims to achieve academic excellence by implementing new initiatives in teaching-learning and evaluation processes. Based on the directions of the University Grants Commission (UGC), New Delhi, All India Council for Technical Education (AICTE), New Delhi and Jawaharlal Nehru Technological University Anantapur (JNTUA) Anantapuramu, the institute is developed the curriculum for Master of Business Administration (MBA) Course to match the needs, expectations, and skillsets of students of the region, in the post-graduate programme offered from the academic year 2019-20.

## 2. APPLICATION AND COMMENCEMENT

- The regulations are quite comprehensive and include definitions of key terms, semester system, credit system, grading system and other relevant details.
- The regulations detailed herein shall apply to all the regular post-graduate programme offered by the Institute.
- The regulations shall be applicable and come into force to the student batches admitted from the academic year 2019-20
- The Institute may revise, amend or change the regulations, scheme of examinations and syllabi, from time to time, if found necessary and on approval by the Academic Council of the Institute, keeping the recommendations of the Board of Studies in view.
- Any or all such amendments shall be effective from such date and to such batches of students including those already undergoing the programme, as may be approved through Academic Council of the Institute.
- These regulations shall be called R19 Regulations.

## 3. PROGRAMMES OFFERED BY THE INSTITUTE

The following M.B.A programmes are offered by the Institute from 2019-2020.

SNo	Name of the Program	Programme Code
1	Master of Business Administration	1E

## 4. ELIGIBILITY FOR ADMISSION

The eligibility criteria for admission into the MBA Post Graduate programme offered at AITS shall be as prescribed by the Government of Andhra Pradesh. The criteria are given below:

- Admission to the above programmes shall be made subject to the eligibility and qualifications as prescribed from time to time.

- Regular Entry Scheme: Candidates for admission to the first semester of the four semester MBA degree programme must have a B.A / B.Sc / B.Com / B.Tech at graduation level.
- Admissions shall be made on the basis of Rank earned by the candidate in the relevant ICET examination / merit rank obtained by the qualifying candidate in the entrance test (ICET) conducted by the Government of Andhra Pradesh for MCA & MBA programmes or as decided by APSCHE subject to the reservations as prescribed by the university / State Government / on the basis of any other order of merit as decided by APSCHE from time to time
- Seats in each programme in the Institute are classified into two categories i.e., Category – A and Category – B as per the GOs of Andhra Pradesh.

#### Category – A Seats

These seats shall be filled through counselling as per the rank secured by a candidate in the Common Entrance Test (ICET) conducted by the Government of Andhra Pradesh and as per other admission criteria laid down in the GOs.

#### Category – B Seats

These seats shall be filled by the Institute as per the GOs issued by the Government of Andhra Pradesh from time to time

### 5. MEDIUM OF INSTRUCTION

The medium of instruction shall be English for all the courses including their content delivery and examinations, seminars, presentations and project evaluation as prescribed in the programme curriculum.

### 6. M.B.A PROGRAMME STRUCTURE

The structure of the M.B.A Programme on offer at AITS are based on the Choice Based Credit System (CBCS) as defined by the UGC and the curriculum / course structure in line with AICTE.

#### Semester Scheme

- The M.B.A Programme offered at AITS follow semester scheme pattern.
- The duration of a M.B.A Programme shall be of 2 academic years.
- Each academic year shall have 2 semesters i.e., odd and even semesters and shall be counted as first semester, second semester, and so on up to four semester.
- Each semester shall consist of 16 weeks of academic work excluding internal examinations.
- Each semester is structured to provide credits totalling to 116 credits for the entire M.B.A. Programme.
- Each semester shall have Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) for both Theory and Lab courses.

- A student after securing admission into a 2 year M.B.A Programme at AITS shall pursue and acquire the M.B.A. Degree in a minimum period of Two academic years i.e., 4 semesters and a maximum period of Four academic years i.e., 8 semesters starting from the date of commencement of 1 year 1 semester, failing which the student shall forfeit the seat in M.B.A. Programme.

## 7. COURSES AND CREDIT STRUCTURE

**Credit:** A credit is a unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (Lecture/Tutorial) or two hours of practical work/field work/project per week.

**Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.

**Choice Based Credit System (CBCS):** CBCS provides choice for students to select from the prescribed courses.

Each course is assigned certain number of credits based on following criterion

Type of Class	Semester	
	Periods per Week	Credits
Theory (Lecture/Tutorial)	01	01
	02	02
	03	03
	04	04
Practical	02	01
	03	1.5
	04	02
Project Work	-	06

Every course of the M.B.A. programme shall be offered by a specific section / department. The unique codes of the section / department offering the courses are given in the Table.

Course offering Department	Code
Basic Science Courses	C
Humanities Courses	
Master of Business Administration	E
Master of Computer Applications	F

M.B.A Programme of study shall be designed to have theory and laboratory courses. In addition, a student shall carry out project work and seminar courses as prescribed in the curriculum of the Programme.



## 7.1 Types of Courses

Type of courses	Course category	Code	Range of credits
Basic Sciences & Humanities courses	Humanities	HS	06
	Basic Sciences	BS	08
	Computer Applications	F	02
Core Courses	Professional Core	PC	64
	Professional Electives	PE	24
	Seminar		02
	Personality Development Programme	PDP	04
	Project work	PW	06
Total Credits			116

### 7.1.1 Foundation Courses

Basic Science Courses and Humanities courses are termed as Foundation Courses and are mostly offered at I Year – I and II Semesters.

### 7.1.2 Professional Core Courses

Professional Core Course is to be completed by all students of respective programme before they can move on to the next semester.

### 7.1.3 Professional Core Electives

University Grants Commission has come up with the Choice Based Credit System (CBCS) in which the students have a choice to choose from the prescribed courses, which are referred as Professional elective courses.

Students have to register for a total of 6 professional core electives courses (PE-1 to PE-6) from the list of track-wise professional elective course as prescribed in the course structure of the programme. The following points are considered for a Professional Elective Course.

- The selection of course based on the choice for students shall be on 'first come first serve' through on line and off line registration.
- The Head of the department or concerned shall decide, whether or not to offer such course keeping in view the resources available in the department offering the course.

## 8. EVALUATION PROCESS

The performance of a student in each semester shall be evaluated course-wise with a maximum of 100 marks for both Theory and Lab Courses.

- For a Theory course, the distribution shall be 40 marks for Internal Evaluation and 60 marks for End-Examinations. The distribution is detailed in 8.1.1.
- For a Lab course, the distribution shall be 40 marks for Internal Evaluation and 60 marks End-Examinations. The distribution is detailed in 8.1.2
- For a seminar course shall be evaluated for 100 marks, the evaluation procedure is detailed in 8.1.3
- For a Personality Development Programme (FDP) shall be evaluated for 100 Marks, the evaluation procedure is detailed in 8.1.4
- For the project work, the evaluation procedure is detailed in 9.0

## 8.1 Internal Evaluation

### 8.1.1 Theory Internal Examinations

For a Theory Course, 40 marks are allotted for Internal Evaluation. Two mid-term examinations (Theory Internal Examinations) shall be conducted for a Theory Course during a semester and they shall be evaluated for 40 marks. First midterm examination shall be conducted as per the syllabus of I & II units. The second midterm examination shall be conducted as per the syllabus of III, IV and V units.

The question paper shall be of subjective type in which four questions with an internal choice are to be answered. 80 % weightage for the best performance and 20 % for other shall be considered.

For Example:

Marks obtained in I mid-term examination: 19

Marks obtained in II mid-term examination: 10

Final Internal Marks:  $(19 \times 0.8) + (10 \times 0.2) = 17.2$

If the student is absent for any one midterm examination, the final internal marks shall be arrived at by considering 80% weightage to the marks secured by the student in the appeared examination and zero to the other.

For Example:

Marks obtained in first mid: 0 (Absent); Marks obtained in second mid: 18

Final Internal Marks:  $(18 \times 0.8) + (0 \times 0.2) = 14.4$

### 8.1.2 Laboratory Internal Examinations

For Lab Course, there shall be a continuous internal evaluation during the semester for 40 marks. Out of the 40 marks, day-to-day performance of the student in the laboratory shall be evaluated for 20 marks by the concerned laboratory teacher based on experimental correctness/record/viva. Two Lab Internal examinations shall be conducted for 20 marks by the concerned teacher. Performance of one best out of two tests to be considered.

### 8.1.3 Seminar

- A student shall present a seminar during the II year I Semester of the M.B.A Programme
- A student under the supervision of a faculty member, shall collect literature on an allotted topic of his/her choice, critically review the literature, carry out the work and submit it to the department in a form of report as prescribed the Academic section and shall make an oral presentation before the Departmental Committee.
- Evaluation of the seminar shall consist of Continuous Internal Evaluation (CIE) shall be done by a Departmental Committee (DC) consisting of the Head of the Department, faculty supervisor and a senior faculty member of the department for a total of 100 marks.
- CIE shall be carried out for 40 marks on the basis of review presentation as per the academic calendar and evaluation format provided by Academic Section. Other 20 marks for Report writing, 20 marks for subject/topic and 20 marks for questions and answers.
- A student has to secure a minimum of 50 % marks to be declared successful.
- Prior to the submission of report to the DC for approval.
- The maximum number of seminar presentations is limited to TWO. After this, the student shall be deemed to secure 'Fail' grade in the seminar and shall re-register for it in the next semester.

### 8.1.4 Personality Development Programme (PDP)

The Personality Development Programme will be evaluated out of 100 marks (40 marks for Record, and 60 marks for presentation and question and answers). The students will give their presentations before the department committee comprised of senior faculty members of Finance, HR and Marketing specialization with HOD being the chairman of committee.

## 8.2 External Evaluation

### 8.2.1 Theory End Examinations

As specified in 8.0, Theory End Evaluation is done for 60 marks. End examination of theory subjects shall be conducted at the end of semester. There shall be Regular and Supplementary End Examinations. Theory End Examination shall be conducted for 60 marks and is of 3 hours duration. The question paper shall be of subjective type with 5 questions, one question from each unit, with internal choice. All questions carry equal marks of 12 each.

### 8.2.2 Laboratory End Examinations

As specified in 8.0, Lab End Evaluation is done for 60 marks, in the form a Lab End Examination that shall be conducted for 3 hours in respective Laboratory. Each lab course will have its own evaluation procedure and weightage.

### 8.2.3 Supplementary Theory/Laboratory End Examinations

- Supplementary examination shall be conducted along with regular Semester End Examinations.
- During Semester End Examinations of even semester, supplementary examinations of odd semester shall be conducted and during semester end examinations of odd semester, supplementary examinations of even semester shall be conducted.
- The same schedule is applicable to Supplementary Lab End Examinations. Supplementary examination shall be conducted along with the next batch of students or separately.
- In case of seminars and comprehensive viva-voce examinations, supplementary seminar / comprehensive viva-voce will be conducted along with the next batch of students. If the next batch of students is not available, a separate supplementary examination will be conducted.

### 8.2.4 Revaluation and Recounting

Students may visit Examination Section Webpage for Norms and Procedures for Revaluation and Recounting of Answer Scripts.

- The students who wishes to apply for Revaluation/Recounting of his/her answer-books(s) must submit his/her application on the prescribed form together with the requisite fee to the Controller of Examinations before expiry of 15 days excluding the date of the declaration of his/her examination result. Application not received in the prescribed form or by the due date or without the requisite fee shall be rejected.
- After Recounting / Revaluation, records are updated with changes if any and the student will be issued a revised memorandum of marks. If there are no changes, the student shall be intimated the same through a notice.
- No Revaluation / Recounting for Laboratory Examination.
- The students are informed to be more careful in furnishing the information while applying for Recounting / Revaluation. The applications with insufficient information will be summarily rejected and the student has to forfeit the amount paid in this connection.

### 8.2.5 Challenge Evaluation

- Applications are invited from the students, who wish to apply for Challenge Valuation in the subjects of the M.B.A Regular and Supplementary examinations
- The student will apply for Challenge valuation in a specified application and should be routed through the HOD concerned.
- The students who have applied for the revaluation for a paper(s) of an examination are only eligible for the Challenge Valuation of that paper(s) of that examination.

- A Fee of Rs. 10000/- (Ten Thousand Rupees Only) for each paper is to be paid within the last date for challenge valuation.
- A Xerox copy of the answer script will be provided to the student on receipt of the payment of fee and date and time of the valuation will be informed to the student, so that valuation will be done in the presence of the teacher attended in support of the student nominated by the HOD concerned.
- The HOD concerned will nominate a teacher of the concerned subject to observe the valuation in support of the student. This will be done on the request of the student.
- If the marks obtained in the challenge valuation are more than or equal to 15% of the maximum marks with respect to the original marks obtained in the first valuation, then the marks obtained in the Challenge valuation will be awarded to the student and the institute will pay back Rs 9,000 (Nine thousands rupees only) to the student. If the student status changes from fail to pass, an amount of Rs. 5000 will be refunded to the student. Otherwise there will not be any change in the result of the student and original marks will be retained and the student will forfeit the fee paid.
- No Challenge valuation for Laboratory Examination

#### 9.0 PROJECT EVALUATION

Every student shall be required to submit thesis/dissertation after taking up a topic approved by the Departmental Committee

- The Departmental Committee (DC) consisting of HOD, Project supervisor and two internal senior experts shall monitor the progress of the project work. A Project Review Committee (PRC) shall be constituted with Principal as a Chair person, Heads of the Departments of the program and two other senior faculty members, as members of PRC. PRC will come into action when DC is not able to resolve the issues.
- Registration of project work: A student is permitted to register for the project work after satisfying the attendance requirements of all the courses (theory, practical and seminars).
- After satisfying above point, a student has to submit in consultation with his supervisor, the title, objective plan of action of his project work to the DC for approval. Only after obtaining the approval of DC, the student can initiate the project work.
- The work on the project shall be initiated in the penultimate semester and continued in the final semester. The student can submit project thesis with the approval of DC after 16 weeks from the date of registration at the earliest but not later than 6 Months from the date of registration for the project work. Extension of time within the total permissible limit for completing the programme is to be obtained from the Head of the Institute.

- The internal evaluation shall be made by the DC to grade, on the basis of two seminars presented by the student on the topic of his project.
- The student must submit the status of thesis/dissertation only after passing all the prescribed subjects such as theory, practical's, seminar and project internal evaluation.
- A Student has to prepare four copies of the thesis/dissertation certified in the prescribed format by the supervisor and HOD. Out of which three copies shall be submitted in the examination section.
- For carrying out project work, a total of 100 marks will be awarded, out of which 60 marks shall be awarded by a Board consisting of Supervisor, HOD and external Examiner, based on the project evaluation and viva-voce examination. Remaining 40 marks shall be awarded based on internal evaluation out of which 20 marks shall be awarded by the supervisor and the remaining 20 marks shall be awarded by DC, based on two seminars given by the student on his/her project. Head of the Department shall coordinate and make arrangements for the conduct of viva-voce.
- If the report of the viva-voce is failure, the student will retake the viva-voce examination after three months. If he/she fails to get a satisfactory report at the second viva-voce examination, he/she will not be eligible for the award of the degree.

#### 10. ATTENDANCE REQUIREMENTS AND DETENTION POLICY

- A student shall maintain a minimum required attendance of 75% in AGGREGATE.
- Shortage of attendance up to 10% i.e., attendance between 65% to 75% in aggregate, may be condoned by the Institute Academic Committee based on the rules prescribed by the Academic Council of the Institute from time to time.
- A stipulated fee shall be payable towards condonation of shortage of attendance.
- Shortage of attendance below 65 % shall in no case be condoned. A stipulated fee shall be payable towards condonation of shortage of attendance to the Institute as per following slab system
  - 1<sup>st</sup>Slab: Less than 75% attendance but equal to or greater than 70% a normal condonation fee can be collected from the student.
  - 2<sup>nd</sup>Slab: Less than 70% but equal to or greater than 65%, double the condonation fee can be collected from the student.
- Students whose shortage of attendance is not condoned OR who have not paid the stipulated fee OR who have not cleared any other due to the Institute in any semester are not eligible to write the Semester End Examination (SEE).
- Students, who do not meet the minimum required attendance of 65% in a semester, shall be detained in that semester and their registration for that semester shall stand cancelled. They shall not be promoted to the next semester.

- Students detained in a semester shall seek re-admission into that semester as and when offered.
  - Academic regulations applicable to the semester in which re-admission is sought shall be applicable to the re-admitted student.
  - In case, there are any professional electives and / or the same may also be re- registered, if offered. However, if those electives are not offered in the later semesters, then alternate electives may be chosen from the same set of elective courses offered under that category.
- Any student against whom any disciplinary action is pending shall not be permitted to attend semester end examination (SEE) in that semester.

#### 11. Minimum Academic Requirements and Award of the Degree

The following Academic Requirements have to be satisfied in addition to the attendance requirements mentioned in section 10.

11.1 A student shall be deemed to have satisfied the minimum academic requirements and earn the credits for each theory , practical and seminar, if he secures

- A minimum of 40 % marks for each theory course in the Semester End Examination (SEE), and
- A minimum of 50 % marks for each theory course considering both CIE and SEE taken together.

11.2 A student shall be deemed to have satisfied the minimum academic requirements and earn the credits allotted to seminar courses, if he secures

- A minimum of 50 % marks for a seminar in the Continuous Internal Evaluation (CIE)

11.3 A student shall be treated as failed, if he

- Does not submit a report of a seminar OR
- Does not make a presentation of the same before the evaluation committee as per the schedule, or
- Secures less than 50 % marks in evaluation.

11.4 If a student fails to secure a pass grade in a particular course, it is mandatory that he/she shall register and re-appear for the examination in that course during the next semester when SEE is conducted in that course. It is mandatory that he should continue to register and re-appear for the examination till he secures a pass grade.

11.5 A student detained in a SEMESTER due to shortage of attendance, may be re-admitted when the same semester in the next academic year for fulfillment of academic requirements.

11.6 Academic regulations applicable to the semester in which re-admission is sought shall be applicable to the re-admitted student.

11.7 A student shall be given one chance to re-register, after completion of the course work, for each course, provided the internal marks (CIE) secured by a student are less than 50% and he has failed in the SEE. In such a case, a student may re-register for the course(s) with prior permission and secure

the minimum required attendance. Attendance in the re-registered course(s) shall be calculated separately to become eligible to write the semester end examination (SEE) in the re-registered course(s).

11.8 Re-registration is allowed only in those cases where the student doesn't have any course(s) yet to pass other than the re-registration course(s) where the CIE marks are less than 50%. However, in the case of re-registration of course(s) by a student, academic regulations applicable at the time of student admission in the programme shall be applicable.

11.9 In the event of re-registration, the internal evaluation marks as well as the End Semester Examinations marks secured in the previous attempt (s) for those subjects stand cancelled.

11.10 For each subject re-registered, the student has to pay a fee equivalent to one third of the semester tuition fee

11.11 A student shall register and put up minimum academic requirement of all 116 credits and earn all 116 credits for the award of M.B.A Degree

11.12 Students who fail to earn 116 credits as indicated in the course structure within four academic years from the year of their admission shall forfeit their seat in M.B.A course and their admission shall stand cancelled.

## 12. SEMESTER GRADE POINT AVERAGE (SGPA) AND CUMULATIVE GRADE POINT AVERAGE (CGPA)

The performances of students in each of the courses in the Programme are expressed in terms of letter grades based on an absolute grading system. We use 10-point grading system with letter grades. They are given in the following table.

Marks Obtained	Letter Grade	Description	Grade Points (GP)
90	S	Superior	10
80 and 89.99	E	Excellent	9
70 and 79.99	A	Very Good	8
60 and 69.99	B	Good	7
50 and 59.99	C	Pass	6
< 50	F	Fail	--
Absent in the exam(s)	AB	Absent	--

A student is eligible for the award of the M.B.A. Degree with the class as mentioned in the following table



CGPA	Class
7.5	First class with Distinction
6.5 and <7.5	First Class
5.5 and <6.5	Second Class
5.0 and <5.5	Pass

### 12.1 Computation of SGPA

The performance of each student at the end of each semester shall be indicated in terms of SGPA. The SGPA shall be calculated as follows:

$$SGPA = \frac{\text{Total earned weighted grade points in a semester}}{\text{Total credits in a semester}}$$

$$SGPA = \frac{\sum_{i=1}^p C_i \cdot G_i}{\sum_{i=1}^p C_i}$$

Where

$C_i$  = Number of credits allotted to a particular course 'i'

$G_i$  = Grade point corresponding to the letter grade awarded to the course i

$i = 1, 2, \dots, p$  represent the number of courses in a particular semester.

Note: SGPA is calculated and awarded to those students who pass all the courses in a semester.

### 12.2 Computation of CGPA

The performance of a student shall be obtained by calculating Cumulative Grade Point Average (CGPA), which is weighted average of the grade points obtained on all courses during the course of study

$$CGPA = \frac{\text{Total earned weighted grade points for the entire programme}}{\text{Total credits for the entire program}}$$

$$CGPA = \frac{\sum_{j=1}^m C_j \cdot G_j}{\sum_{j=1}^m C_j}$$

Where

$C_j$  = Number of credits allotted to a particular semester 'j'

$G_j$  = Grade point corresponding to the letter grade awarded to the semester j

$j = 1, 2, \dots, m$  represent the number of semester of the entire programme.

## 12.3 Grade Card

The grade card issued shall contain the following

- The credits for each course offered in that semester
- The letter grade and grade point awarded in each course
- The SGPA and CGPA
- Total number of credits earned by the student up to the end of that semester

Example: - Computation /calculation of SGPA

Course name	Credits (C)	Letter grade	Grade point (GP)	Credit point (CP=C*GP)
Course 1	4	A	9	4x9=36
Course 2	3	S	10	3*10=30
Course 3	2.5	S	10	2.5*10=25
Course 4	1.5	C	6	1.5*6=9
Course 5	1	D	5	1*5=5
Total	12			105

Therefore, SGPA =  $\frac{105}{12}$  8.75

Example Illustration of CGPA

Semester 1	Semester 2	Semester 3	Semester 4	Semester 5
Credit: 20	Credit : 20	Credit : 22	Credit: 23	Credit : 22
SGPA : 8.75	SGPA : 8.25	SGPA : 7.89	SGPA : 8.21	SGPA : 7.86

Thus, CGPA =  $\frac{20 \times 8.75 + 20 \times 8.25 + 22 \times 7.89 + 23 \times 8.21 + 22 \times 7.86}{107} = 8.34$

Similarly, compute CGPA obtained at the end of 6<sup>th</sup> semester shall be the final CGPA secured by the student for the entire programme.

## 12.4 Conversion of SGPA into percentage

In case of a specific query by students/employers regarding Semester Grade Point Average (SGPA)/ Cumulative Grade Point Average (CGPA) into percentage, the following formulae will be adopted for notional conversion of CGPA into percentage.

$$\text{Percentage} = 9.5 * \text{CGPA}$$

## 13. TRANSCRIPTS

After successful completion of the entire programme of study, a transcript containing performance of all academic years will be issued as a final record. Duplicate transcripts will also be issued, if required, after payment of requisite fee. Partial transcript will also be issued up to any point of study to a student on request.

#### 14. TRANSITORY REGULATIONS

Discontinued, detained, or failed candidates are eligible for readmission as and when the semester is offered after fulfilment of academic regulations. Candidates who have been detained for want of attendance or not fulfilled academic requirements or who have failed after having undergone the course in earlier regulations or have discontinued and wish to continue the course are eligible for admission into the unfinished semester from the date of commencement of class work with the same or equivalent subjects as and when subjects are offered, subject to Section 11 and they will follow the academic regulations into which they are readmitted. Students who are permitted to avail gap year shall be eligible for re-joining into the succeeding year of their M.B.A from the date of commencement of class work, subject to Section 11 and they will follow the academic regulations into which they are readmitted.

#### 15. MINIMUM INSTRUCTION DAYS FOR A SEMESTER

The minimum instruction days for each semester shall be 16 weeks.

#### 16. STUDENT TRANSFERS

Student transfers shall be as per the guidelines issued by the Government of Andhra Pradesh and the affiliating University from time to time.

#### 17. ANNOUNCEMENT OF RESULTS

- Results review committee comprising of University nominee, Principal, Dean Academics, Chairman of various boards of studies, Controller of Examinations and Deputy Controller of Examinations will monitor the results and gives the permission for announcement of results.
- After review meeting results are loaded in to Institution website from which students can access their results by entering Hall Ticket number. And also results in form of hard copy are available with respective Heads of the departments.

#### 18. GENERAL INSTRUCTIONS:

- The academic regulations should be read as a whole for purpose of any interpretation.
- Malpractices rules-nature and punishments are appended.
- Where the words "he", "him", "his", occur in the regulations, they also include "she", "her", "hers", respectively.
- In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal / Governing body is final.
- Any legal issues are to be resolved in Rajampet Jurisdiction.
- The Institute may change or amend the academic regulations or syllabi at any time and the changes or amendments shall be made applicable to all the students on rolls with effect from the dates notified by the Institute.

# APPENDIX I: Rules for Disciplinary Action for Malpractices / Improper Conduct in Examinations

Malpractices identified by squad or special invigilators or invigilators

Punishments shall be given to the students as per the above guidelines. The case is to be referred to the malpractice committee.

Malpractice committee

1. The Principal, Chairman
2. Dean, Academics, Member
3. Invigilator, Member
4. Subject expert, Member
5. Concerned Head of the Department, Member
6. Controller of Examinations, Member Secretary

## Note:

Whenever the performance of a student is cancelled in any subject/subjects due to Malpractice, he has to register for End Examinations in that subject/subjects consequently and has to fill all the norms required for the award of Degree.

	Nature of Malpractices/Improper conduct	Punishment
	If the candidate:	
1.(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred for four consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for four consecutive semesters from class work and all University examinations, if his involvement is established.

		Otherwise, the candidate is debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject only.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant — Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of student of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. If the candidate physically assaults the invigilator/officer-in-charge of the Examinations, then the candidate is also debarred and forfeits his/her seat. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

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8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If students of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in nay malpractice or improper conduct mentioned in class 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person (s) who does not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject only or in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester / year examinations, depending on the recommendation of the committee.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 12 shall be reported to the University for further action to award suitable punishment.	

## BASIC STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION (R19 Regulations)

### Semester I (First year)

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	
1	PCC	9P1A11	Management and Organization Behaviour	4	0	0	4
2	PCC	9P1A12	Business & Legal Environment	4	0	0	4
3	PCC	9P1A13	Managerial Economics	4	0	0	4
4	PCC	9P1A14	Entrepreneurship Development	4	0	0	4
5	PCC	9P1A15	Financial Accounting for Managers	4	0	0	4
6	BSC	19CC11T	Business Statistics	4	0	0	4
7	HSC	19CC12T	Managerial Communications	4	0	0	4
Lab Courses							
8	PCC	9P1A18	Personality Development Programme – I	0	0	4	2
9	FC	9P1A19	Computer Applications Lab	0	0	4	2
Total credits							32

Category	Credits
Management Professional Courses	22
Basic Science Courses	04
Humanities Courses	04
Computer Application	02
Total Credits	32

### Semester II (Firstyear)

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	
1	PCC	9P1A21	Human Resource Management	4	0	0	4
2	PCC	9P1A22	Financial Management	4	0	0	4
3	PCC	9P1A23	Marketing Management	4	0	0	4
4	PCC	9P1A24	Operations Management	4	0	0	4
5	PCC	9P1A25	Management Information System	4	0	0	4
6	PCC	9P1A26	Research Methodology	4	0	0	4
7	BSC	9P1A27	Operations Research	4	0	0	4
Lab Courses							
8	PCC	9P1A28	Personality Development Programme – II	0	0	4	2
9	HSC	19CC22L	Executive Communication Lab	0	0	4	2
Total credits							32

Category	Credits
Management Professional Courses	26
Basic Science Courses	04
Humanities and Social Sciences	02
Total Credits	32

# BASIC STRUCTURE FOR MASTER OF BUSINESS ADMINISTRATION (R19 Regulations)

## Semester III (Second year)

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	
1	PCC	9P1A31	Logistic and Supply Chain Management	4	0	0	4
2	PCC	9P1A32	Retail Management	4	0	0	4
3	PCC	9P1A33	Cost and Management Accounting	4	0	0	4
4	PEC-I	9P1A34A	Knowledge Management	4	0	0	4
		9P1A34B	Corporate Finance				
		9P1A34C	Consumer Behaviour				
		9P1A34D	E-Business				
5	PEC-II	9P1A35A	Personnel Administration, Policy and Procedure	4	0	0	4
		9P1A35B	Financial Markets and Services				
		9P1A35C	Services Marketing				
		9P1A35D	Enterprise Resource Planning				
6	PEC-III	9P1A36A	Wage and Compensation Management	4	0	0	4
		9P1A36B	Security Analysis and Portfolio Management				
		9P1A36C	Green Marketing Management				
		9P1A36D	Customer Relationship Management				
7	PEC-IV	9P1A37A	Employee Performance Management	4	0	0	4
		9P1A37B	GST & Customs Law				
		9P1A37C	Brand Management				
		9P1A37D	Data Warehousing and Mining				
8	Seminar	9P1A38	Seminar (Success Stories of Entrepreneurs)	0	0	4	2
Total credits							30

Category	Credits
Professional Core Courses	12
Professional Elective Courses	16
Seminar	02
Total Credits	30

## Semester IV (Second year)

Sl. No.	Category	Course Code	Course Title	Hours per week			Credits
				L	T	P	
1	PCC	9P1A41	Logistic and Supply Chain Management	4	0	0	4
2	PCC	9P1A42	Retail Management	4	0	0	4
3	PEC-V	9P1A43A	International Human Resource Management	4	0	0	4
		9P1A43B	International Financial Management				
		9P1A43C	Digital Marketing				
		9P1A43D	Corporate Information Management				
4	PEC-VI	9P1A44A	Organization Development	4	0	0	4
		9P1A44B	Financial Derivatives				
		9P1A44C	Integrated Marketing Communications				
		9P1A44D	Data Communication and Network Analysis				
5	Project	9P1A45	Comprehensive Project Work	0	0	0	6
Total credits							22

Category	Credits
Professional Core Courses	08
Professional Elective Courses	08
Project	06
Total Credits	22



Offered to Other Departments

S.No.	Course Code	Course Title	Semester
1	20AC35T	Managerial Economics and Financial Analysis	III
	20AC45T	Managerial Economics and Financial Analysis	IV
2	20AC36T	Management Science	III
3	20AE5AT	Human Resource Management	V
	20AE7AT	Human Resource Management	VII
4	20AE5BT	Intellectual Property Rights	V
	20AE7BT	Intellectual Property Rights	VII

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	MANAGEMENT AND ORGANIZATION BEHAVIOR
Category	PCC
Course Code	9P1A11

Year	I MBA.
Semester	I Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To learn and appreciate different cultures and diversity in the workplace.
- To learn the basic concepts of Organizational Behaviour and its applications in contemporary organizations.
- To understand how individual, groups and structure have impacts on the organizational effectiveness and efficiency.

Unit 1	MANAGEMENT	12
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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:

- Understanding of the functions and responsibilities of managers. (L2)
- To know the importance of Social Responsibility of Management. (L2)

Unit 2	FUNCTIONS OF MANAGEMENT	12
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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 organisation structure in management. (L2)

Unit 3	ORGANISATION BEHAVIOUR	16
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Attitudes – Definitions – Components of Attitudes – Job Related Attitudes – Personality – Meaning – MBIT – Big Five Model – Other Traits – Perception: Definition, Perceptual Process – Learning Theories – Motivation – Theories of Motivation.

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

- To understand the conceptual framework of the discipline of OB and its practical applications in the organizational set up. (L2)
- Remember theories of motivation and models of organizations in the workplace. (L1)

## 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:

- Understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently. (L2)
- Identify Theories of Leadership and Stages of Group Development. (L1)

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 reasons for Resistance to Change in the organization. (L2)
- Identify strategies for planned change in the organization. (L1)

Prescribed Textbooks:

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

Reference Books:

1. Stoner. J., Freeman, Management, PHI
2. Luthans F., Organizational Behaviour, TMH.
3. Koontz, Weirich, Management, TMH.
4. Griffin & Moorhead, Organizational Behaviour.

Course Outcomes:

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

Blooms Level of Learning

1. Demonstrate the roles, skills and functions of management.
2. Apply various principles and practices of management in solve organizational problems.
3. Identify different cultures and diversity in the workplace.
4. To learn the basic concepts of Organizational Behaviour and its applications in contemporary organizations
5. To understand how individual, groups and structure have impacts on the organizational effectiveness and efficiency.

L2  
L3  
L1  
L2  
L2

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A11.1	1	1	-	-	1	-	-	-
9P1A11.2	2	-	2	-	2	-	2	-
9P1A11.3	-	1	-	-	-	3	3	3
9P1A11.4	2	-	2	-	-	-	-	1
9P1A11.5	-	1	-	1	-	-	-	2

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Title of the Course      BUSINESS AND LEGAL ENVIRONMENT  
Category                  PCC  
Course Code              9P1A12

Year                      I MBA.  
Semester                I Semester  
Branch                   MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To improve student ability to recognize business opportunities.
- To improve ability to recognize and manage legal risks in business decision-making.

Unit 1                      INTRODUCTION TO BUSINESS ENVIRONMENT                      10

Meaning of Business, Nature and Significance of Business Environment, Introduction to Economic Environment, Perspectives on the Economic Problem, Industry policy of 1991 and Recent Development, Policy on FDI in Indian.

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

- Able to understand the components of business environment. (L2)
- Identify impact of economic and other environment on business operations. (L1)

Unit 2                      FISCAL POLICY AND MONETARY POLICY                      12

Public Revenues, Public Expenditure, Public Debt, Development Activities Financed by Public Expenditure, Monetary Policy, Demand for Supply of Money, Objectives of Monetary and Credit Policy, Recent Trends, Role of Finance Commission.

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

- Explain the effects of fiscal policy on the economic decision of business operations. (L2)
- Describe how Monetary policy work in India and financial information is utilized in business. (L1)

Unit 3                      LAW OF CONTRACT                      14

Definition of Law, Need, Classification and Sources of Business Law, Law of Contract, 1872 (Part-I): Nature of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Law of Contract, 1872 (Part-II): Consideration, Capacity to Contract and Free Consent, Legality of Object.

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

- Understand the importance of contract in business transactions. (L2)
- Acquire the Knowledge of Indian Contract Act 1872. (L1)

Unit 4                      COMPANY LAW                      10

Companies Act, 1956 (Part-I): Kinds of Companies, Formulation of Companies, Incorporation, Company Documents – Company Act, 1956 (Part-II): Company Management, Directors, Company Meetings, Resolutions, Auditors, and Modes of Winding-up of a Company.

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

- To understand the different kinds of companies and formation, incorporation of company. (L2)
- To acquire in-depth knowledge about legal aspects of Companies Act 1956. (L1)

Unit 5                      INTRODUCTION OF CYBER LAWS AND IPR                      12

Scope and Application of IT Act, 2000 – Digital Signature – e-governance – Penalties and Adjudication – Cyber Regulations Appellate Tribunals – Duties of Subscribers – Introduction of IPR – Copy Rights – Trademarks – Patent Act

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

- Understand the concept of intellectual property rights and its kinds. (L2)
- Familiarized with cyber-crimes and penal provisions under Information Technology Act 2000. (L1)

Prescribed Textbooks:

1. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
2. A Manual of Business Laws, S.N. Maheshwari&Maheshwari, Himalaya

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. Richard Stim, Intellectual Property-Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
4. Mercantile Law, N.D. Kapoor, Sultan Chand & Sons
5. Mercantile Law, S.S. Gulshan, 3/e, Excel Books,
6. Business Law, Mathur, Tata McGraw-Hill.
7. 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. Understand linkage between business and environmental factors.  | L2 |
| 2. Apply industrial policy guidelines for business operations.   | L3 |
| 3. Draft commercial contract under contract law.   | L1 |
| 4. Able to understand company law provisions relating to incorporation and administration of companies in India. | L2 |
| 5. Identify the importance of IPR and cybersecurity, and their protection.                                       | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A12.1	1	1	-	-	1	-	-	-
9P1A12.2	2	-	-	-	2	-	2	-
9P1A12.3	-	3	-	-	-	3	3	3
9P1A12.4	2	-	-	-	-	-	-	1
9P1A12.5	-	-	-	3	-	-	-	2

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Title of the Course	MANAGERIAL ECONOMICS
Category	PCC
Course Code	9P1A13

Year I MBA.  
Semester I Semester  
Branch MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- The main objective of this course is to understand the basic economic principles of production and exchange essential tools in making business decisions in today's global economy.

Unit 1	INTRODUCTION	10
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Nature and Scope of Managerial Economics – 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:

- Understanding the basic concepts of managerial economics. (L2)
- Understanding the reason for existence of firms. (L2)
- Understanding the economic goals of the firms and optimal decision making. (L2)

## Unit 2 DEMAND ANALYSIS 8

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:

- Basic concepts of Demand, Supply and Equilibrium and their determinants. (L1)
- Apply the concepts of price, cross and income elasticity. (L3)
- Understand the determinants of elasticity. (L2)

Unit 3	PRODUCTION ANALYSIS	10
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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:

- Understanding and estimating production function. (L2)
- Finding out optimal combinations of inputs. (L1)

## Unit 4 MARKET ANALYSIS 10

Price and Output Determination under Perfect and Imperfect Competition – Profit: Meaning and Profit Theories – Profit Planning – Measurement.

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

- Compare and contrast four basic market types. (L3)
- Meaning and price-output decisions of perfectly competitive firm, both in short and long-run. (L1)

## Unit 5 NATIONAL INCOME AND BUSINESS CYCLE 8

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 Policy for Controlling Inflation and Recession.

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

- To know Varies Level of Economic Activity. (L1)
- To Understanding the Phases of Business Cycle and its impacts. (L2)

Prescribed Textbooks:

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

Reference Books:

1. Managerial Economics, 4th Edition, Craig Peterson.
2. Managerial Economics—A Problem Solving Approach, Froeb: Thomson, 2007.
3. Managerial Economics Analysis, Problems, Cases, Mehta P.L., Sultan Chand and Sons, New Delhi, 2001.
4. Managerial Economics, Pearson Education, James Pappas and Engene Brigham: New Delhi, 2006.
5. Managerial Economics, Suma Damodaran, Oxford, 2007.
6. Management accounting, M.E. Thukaram Rao, New Age International Publishers, New Delhi.
7. 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

1. Understand the basic economic principles, forecast demand and supply.
2. Measure cost related output.
3. Understand market structure and pricing practices, market economy and national income.
4. To understand the inflation and recession.
5. Analyze real world business problems systematic theoretical framework.

L1  
L2  
L4  
L2  
L4

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A13.1	-	-	-	2	-	-	-	-
9P1A13.2	-	-	-	-	2	3	-	-
9P1A13.3	-	-	-	3	-	-	-	-
9P1A13.4	3	2	-	-	-	-	3	-
9P1A13.5	2	-	-	-	-	2	-	-





- To know different ways of entrepreneurship. (L1)

Prescribed Textbooks:

1. The Dynamics of Entrepreneurial Development & Management, Vasanth Desai, Himalaya.
2. Nina Jacob – Creativity in Organisations, Wheeler, 1998.
3. Innovation & Creativity, Jonne&Ceserani, Crest (2010).
4. Entrepreneurship Management – Text & Cases, BholanathDutta, Excel Books 2009.

Reference Books:

1. Entrepreneurial Development, S.S. Khanka, S. Chand & Company Limited, New Delhi.
2. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A Shepherd, TMH, 2009.
3. Fundamentals of Entrepreneurship, H. Nandan, PHI, New Delhi.

Course Outcomes:

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

1. Understand the role and importance of entrepreneurship for economic development.
2. Recall the different types of business opportunities.
3. Understand the different entrepreneurial strategies.
4. Understand the various source of capital.
5. Remember contemporary issues in Entrepreneurship.

Blooms Level of Learning

L2  
L3  
L2  
L2  
L1

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A14.1	3	2	-	-	-	-	-	-
9P1A14.2	3	-	-	-	3	-	-	-
9P1A14.3	-	-	-	-	-	3	-	3
9P1A14.4	-	-	-	-	-	3	-	3
9P1A14.5	3	-	-	3	-	-	-	-

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Title of the Course	FINANCIAL ACCOUNTING FOR MANAGERS
Category	PCC
Course Code	9P1A15

Year I MBA  
Semester I Semester  
Branch MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To develop an insight of principles of accounting.
- To elucidate the process of valuation of assets.
- To enable the students to understand the financial statements.
- To explain the utilization of financial information in decision making.

## Unit 1 INTRODUCTION TO ACCOUNTING 8

Meaning and Definition of Accounting – Importance of Accounts – Objectives – Branches of Accounting – Accounting Concepts and Convention – Indian Accounting Standards - Introduction to Inflation Accounting – Introduction to Human Resources Accounting

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

- Apply knowledge of generally accepted accounting principles (GAAP) and managerial accounting theories to business organizations, state and local. (L3)
- Understand key accounting principles that underlie a corporate annual financial statement. (L2)

## Unit 2 THE ACCOUNTING PROCESS 15

Overview – Books of Original Record; Journal and Subsidiary books, Ledger, Trial Balance – Final Accounts – Trading, Profit and Loss Account and Balance Sheet with Simple Adjustments (Theory & Simple Problems).

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

- Understand the basic accounting cycle and pass journal entries. (L2)
- Analyze disclosures in the Trai balance and prepare trading and profit loss account, balance sheet. (L4)

## Unit 3 VALUATION OF FIXED ASSETS AND INVENTORY 15

Depreciation Accounting: Concept of Depreciation, Causes of Depreciation, Depreciation Accounting, Fixation of Depreciation Amount – Methods of Depreciation: Straight Line Method, Written Down Value Method/Accelerated Method, Annuity Method, Sinking Fund Method – Inventory Valuation Methods (LIFO, FIFO and Weighted Average Method) (Theory & Simple Problems).

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

- Apply basic transactions involving cash, receivables, inventories, investments, plant assets, intangible assets, current and long-term liabilities, and stockholders' equity. (L3)
- Analyze cost behavior and link cost behavior to key business activities and business profitability. (L4)

## Unit 4 FINANCIAL ANALYSIS 13

Analysis and Interpretation of Financial Statements – Horizontal Analysis and Vertical Analysis of Company – Importance –Uses – Typesof Financial Analysis – Toolsand Techniques of Financial Analysis (Theory &Simple Problems).

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

- Ability to read, interpret and analyze financial statements; combine financial analysis with other information to assess the financial performance and position of a company; (L3)
- Understand and apply course concepts to analyze common business management decisions such as pricing and outsourcing decisions from a financial perspective. (L2)

## Unit 5 RATIO ANALYSIS

8

Significance of Ratio Analysis – Limitations – Liquidity, Activity, Capital Structure and Profitability Ratios – Du Pont Chart (Theory & Simple Problems).

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

- Understand the major types of accounting ratios; (L2)
- Identify financial performance through accounting ratios. (L1)

Prescribed Textbooks:

1. Accounting for Managers, M E Thukaram Rao, New Age International Publishers.
2. Accounting for Managers, Made Gowda, Himalaya, 2009.
3. Financial Accounting Theory and Analysis: Text and Cases, Richard G. Schroeder, Myrtle Clark, Jack M. Cathey, John Wiley and Sons, 2010.

Reference Books:

1. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI, 2009.
2. Financial Accounting Management: An Analytical Perspective, Amrish Gupta, Pearson Education-2009.
3. Accounting for Management, Vijaya Kumar, TMH, 2009.
4. Financial Accounting, Dr. S.N. Maheshwari and Dr. S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2007.
5. Financial Accounting, Weygandt, Kieso, Kimmel, 4/e, Wiley India Edition, 2006.
6. Accounting and Financial Management, T.S. Reddy & Y. Hari Prasad Reddy, Margham Publications.

Course Outcomes:

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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Understand financial statements of corporate entities  | L2 |
| 2. Analyse of basic accounting conceptual framework.  | L4 |
| 3. Understand the concept of accounting cycle.  | L2 |
| 4. Determine financial statements.  | L2 |
| 5. Apply ratio analysis to interpret the values in financial statements in a clear and comparative way. | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A15.1	3	2	-	-	-	-	-	-
9P1A15.2	1	2	-	-	-	-	-	-
9P1A15.3	-	-	-	-	-	-	-	-
9P1A15.4	2	2	-	-	-	-	-	-
9P1A15.5	3	-	-	-	2	-	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
(An Autonomous Institution)

Title of the Course     BUSINESS STATISTICS  
Category                 BSC  
Course Code            19CC11T

Year                    I MBA  
Semester            I Semester  
Branch                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	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:

- Write functions and applications of statistics. (L1)
- Identify types of classification. (L1)

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 time series.(L2)
- Find the future trend values.(L1)

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. Azeel, 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

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Define statistics and memorize functions and applications of statistics.                      | L1 |
| 2. Describe the diagrammatic and graphical form of frequency distribution of data.               | L2 |
| 3. Interpret the results of measure of central tendency and dispersion.                          | L3 |
| 4. Interpret the association of characteristics and through correlation and regression analysis. | L3 |
| 5. Memorize the concept of Time series analysis and its applications.                            | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
19CC11T.1	-	2	-	2	-	1	-	2
19CC11T.2	2	2	-	-	-	-	2	-
19CC11T.3	3	-	-	-	-	2	-	-
19CC11T.4	-	2	-	-	-	-	2	-
19CC11T.5	2	2	-	2	-	2	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course     MANAGERIAL COMMUNICATION  
Category                HSC  
Course Code            19CC12T

Year                    I MBA  
Semester            I Semester  
Branch                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- This course will illuminate the students in the concepts of calculus and linear algebra.
- To equip the students with standard concepts and tools at an intermediate to advanced level mathematics to develop the confidence and ability among the students to handle various real world problems and their applications.

Unit 1                    INTRODUCTION TO MANAGERIAL COMMUNICATION                    8

Meaning, Importance & Objectives – Principles of Communication – Communication Process – Barriers to Effective Communication – Techniques of Effective Communication.

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

- Understand the basics of business communication. (L2)
- Analyses the different barriers to communication and its applicability to business. (L4)

Unit 2                    MANAGING ORGANIZATION COMMUNICATION                    10

Formal and Informal Communication – Intra and Inter-personal Communication – Models of Inter-personal Communication: Exchange Theory, Johari Window and Transactional Analysis.

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

- Understand formal and informal communication. (L2)
- Identify the process of transactions and its applicability in Business. (L1)

Unit 3                    NON-VERBAL COMMUNICATION                    10

Body Language: Gestures, Postures, Facial Expressions, Dress codes – Cross-Cultural Dimensions of Business Communication – Listening and Speaking – Techniques of Eliciting Response – Probing Questions – Observation – Business and Social Etiquettes.

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

- Discuss the various concepts of body language in non-verbal communication. (L2)
- Examines the different techniques of Business communication. (L3)

Unit 4                    MANAGERIAL SPEECHES AND BUSINESS LETTER                    8

Principles of Effective Speech and Presentations – Technical and Non-technical presentations – Speech of Introduction – Vote of Thanks – Occasional Speech – Theme Speech – Use of Audio-Visual aids.

Business Letters: Inquiries, Circular, Quotations, Orders, Acknowledgments, Complaints, Claims & Adjustments, Collection Letter, Banking Correspondence, Agency Correspondence, Bad news and Persuading Letters, Sales Letters.

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

- Analyse the different ways of effective presentation. (L4)
- Write the different types of Business letters. (L1)

Unit 5                    BUSINESS WRITING AND REPORTS                    10

Job Application Letters: Bio-data, Covering Letter, Interview Letters, Letter of Reference, Memos, Minutes, Circulars & Notices.

Report Writing: Business Reports, Abstract, Synopsis, Data Collection – Rudiments of Report Writing.

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

- Understand the basics of writing reports. (L2)
- Utilize the special aspects related to letters and notices. (L3)

Prescribed Textbooks:

1. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
3. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.

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. Understand basic concepts of Managerial Communication.     | L2 |
| 2. Identify formal communication from informal communication. | L1 |
| 3. Understand the significance of Non-verbal Communication.   | L2 |
| 4. Makes effective presentations.                             | L3 |
| 5. Writes various forms of professional writing.              | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
19CC12T.1	-	-	-	-	2	-	3	-
19CC12T.2	-	-	-	-	-	-	3	-
19CC12T.3	-	-	-	-	-	-	3	2
19CC12T.4	-	-	3	-	3	-	-	-
19CC12T.5	-	-	3	-	-	-	3	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course     PERSONALITY DEVELOPMENT PROGRAMME– I  
Category                 PDP  
Course Code             9P1A18

Year                      I MBA  
Semester                I Semester  
Branch                  MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	4	2

Course Objectives:

- The aim of conducting personality development programme is to explore the inherent potentials of the students and make them aware of their strengths and weaknesses.

Activity areas:

Following activity areas for the current semester are proposed below. The in-charge of the programme is instructed to keep in view the broad framework provided in previous pages while conducting following activities.

- ❖ Goal setting
- ❖ Listening
- ❖ Reading
- ❖ Presentation skills
- ❖ Etiquettes & manners
- ❖ Successful presentations
- ❖ Group discussions
- ❖ Written skills
- ❖ Memory development Programme
- ❖ Time management

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

- Describe and nurture a deep understanding of personal goal setting (L1)
- Understand and practice etiquettes and manners in personal and professional life (L2)
- Adapt Listening, reading, written skills. (L3)
- Understand memory development techniques (L2)
- Prepare PowerPoint presentations and improve presentation skills (L3)
- Participate in group discussions (L3)
- Employ time management skills (L3)

Prescribed Textbooks:

1. Developing Management Skills – David A. Whetten & Kim S. Cameron, 7/e, PHI, 2007.
2. More Games Trainers play – ScannelNewstrom, TMH.
3. Developing Communication Skill – Krishna Mohan & Meera Banerji, MacMillan.

Reference Books:

1. Basic Managerial Skills for All – EH McGrath, 6/e, PHI.
2. Creativity, Innovation and Quality – Paul E. Plsek, PHI.
3. Human Skills – Creating the Future – Frenandez, Pattanayak, Upinder Dhar & Ravishanker, HPH.
4. Effective Training – Blanchard Thacker, 3/e, PHI.
5. Sales Games and Activities for Trainers – Gary B. Connar & John A. Woods, TMH.
6. Team Games for Trainers – Nileos, TMH.
7. Public Speaking – Michael Osborn & Suganne Osborn, 6/e, Biztantra.
8. Body Language – Hedwig Lewis, Response Books.



Course Outcomes:

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

Blooms Level of Learning

1. Understand importance of self-awareness and potential development
2. Apply good communication skills
3. Possess problem solving and creative abilities
4. Identify ethical, cultural and responsive personality
5. Use employability skills for the industry and also fostering managerial skills.

L2  
L3  
L3  
L1  
L3

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A18.1	-	-	2	-	-	-	-	2
9P1A18.2	-	-	-	2	1	-	-	-
9P1A18.3	-	3	-	-	-	-	1	-
9P1A18.4	-	-	2	3	-	-	-	-
9P1A18.5	-	1	-	-	-	2	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	COMPUTER APPLICATIONS LAB
Category	FC
Course Code	9P1A19

Year	I MBA
Semester	I Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	4	2

Course Objectives:

- To make students familiarize and provide practical experience with office applications of MS Office.
- To equip students with the knowledge of accounting and statistical software packages for improving their analytical skills

## 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. (L1)
- Present the basic knowledge of computer systems and their structure. (L2)
- Understand and exhibit the applications of computers in the field of business management. (L2)

## Unit 2 MS WORD AND MS EXCEL 12

Creation of Document – Format Document – Text Editing and Saving – Organizing Information with Tables and Outlines – Mail Merge – Publishing Documents on Web – MS Excel: Creating and Editing Worksheets – Cell Formatting – Creating and Using Formulas and Functions – Use Macros – Sorting and Querying Data – Working with Graphs and Charts.

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)
- Process and analyze data through worksheets and reporting of information using MS EXCEL (L5)

Unit 3	MS POWER POINT AND MS ACCESS	12
--------	------------------------------	----

Creation of Slides – Use Templates and Slide Designs for Creating PowerPoint Slides – Drawings and Graphics – MS ACCESS: Create Databases, Tables, Relationships – Create Forms to Enter Data – Filter Data – Use of Queries in Data Manipulation – Generating Reports.

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

- Prepare effective PowerPoint slideshows for presentations including media usage. (L5).
- Prepare and process relational databases using MS ACCESS. (L4)

## Unit 4 OVERVIEW OF SPSS AND TALLY 8

Uses – Data Analysis – Making Students Learn and Familiar with SPSS And Tally Packages.

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

- Understand the basics of accounting package – Tally. (L2)
- Get familiarize with the statistical analysis software using SPSS package (L2).

## Unit 5 DATA ANALYSIS WITH STATISTICAL TOOLS (SPSS) 12

Graphical and Diagrammatic Representation of Data – Measures of Central Tendency – Measures of Dispersion – Skewness & Kurtosis – Index numbers – Correlation & Simple Regression using SPSS

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

- Perform data presentation using tables and graphics using SPSS package (L4)

- Understand statistical analysis using SPSS package (L2).

#### Reference Books:

1. Introduction to Computers and Communications-Sixth Edition-Tata McGraw Hill.
2. Introduction to Information Technology, V. Rajaraman, Prentice Hall India,
3. Doing Data Analysis with SPSS 16.0, Carver, 3/e, Cengage, 2009
4. SPSS for Windows Step by Step, George, 6/e, Pearson Education, 2009
5. 2007 Microsoft Office System Step-by- Step, Coxetall, First Edition, PHI, 2007.
6. Microsoft Office Excel 2007 Data Analysis and Business Modeling, Winston, First Edition, Prentice Hall India, 2007.
7. Microsoft Office Access 2007 Step-by-Step, Lambet, Lambert III &Preperneau, First Edition, Prentice Hall India, 2007.
8. Business Data Analysis Using Excel, David Whigam, First Edition, Oxford University Press, 2007.
9. Nandhni, Implementing Tally9: Comprehensive guide for Tally 9&8.1 BPB publications 2010.
10. Ndhani, Tally, ERP, BPB Publications 2010.
11. Data Base Management Systems, ISRD, Tata – McGraw Hill 2009.

#### Course Outcomes:

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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Explain computer systems and their origin and history, and their applications in the field of business management. | L2 |
| 2. Develop documents using MS Word processor and process information using MS Excel spreadsheets.                     | L5 |
| 3. Design effective presentations through MS PowerPoint and perform database management using MS Access               | L5 |
| 4. State the use of Tally and SPSS and their application in data analysis.  | L2 |
| 5. Perform statistical analysis and develop information reporting through tables and graphics using SPSS package.     | L2 |

#### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A19.1	-	-	-	-	-	-	3	-
9P1A19.2	-	-	-	-	-	-	3	-
9P1A19.3	-	-	-	-	-	-	3	-
9P1A19.4	-	-	-	-	-	-	3	-
9P1A19.5	-	-	-	-	-	3	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course     HUMAN RESOURCE MANAGEMENT  
Category                PCC  
Course Code            9P1A21

Year                    I MBA  
Semester            II Semester  
Branch                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- Understand the basic HR concepts.
- Understand the process of recruitment, selection.
- understand the processes involved in performance appraisal, training & development.
- Manage employee compensation systems and devise career development strategies.
- Provide an overview of contemporary trends in the field of HRM.

Unit 1                    HUMAN RESOURCE MANAGEMENT                    10

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

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

- Provide innovative solutions to problems in the field of HRM. (L1)
- Able to know the employee structure and patterns in the organization. (L1)

Unit 2                    HUMAN RESOURCE PROCESS                    8

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

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

- Understand the planning process. (L2)
- Get an awareness regarding job analysis and job design (L2)

Unit 3                    HR TRAINING PROCESS                    10

Training Process – Employee Development – T&D Effectiveness – Performance Management – Performance Appraisal Methods – Performance Measures; Criteria & Approaches.

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

- Assess employee training and development strategies. (L2)
- Gains knowledge regarding how training knowledge will be incorporated on trainees. (L3)

Unit 4                    CAREER STAGES                    8

Career Stages – Career Development – Compensation Management – Industrial Relations – Collective Bargaining.

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

- Understand better life and career strategies. (L2)
- Identify how to resolve employee discomforts in organizations. (L1)

Unit 5                    CONTEMPORARY ISSUES IN HRM                    8

Knowledge Management – Participative Management – Employee Retention – Work-Life Balance – Talent Management – Learning Organizations - Ethical Issues in HRM.

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

- Helps to manage personnel and professional life. (L2)
- Retains knowledge regarding ethics to be followed in the organization's. (L3)

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. Students should be able to understand the basic HR concepts.                            | L2 |
| 2. Students should be able to devise and conduct the process of recruitment and selection. | L3 |
| 3. Identify performance appraisal, training & development.                                 | L1 |
| 4. Analyse employee compensation systems and devise career development strategies.         | L4 |
| 5. Provide an overview of contemporary trends in the field of HRM.                         | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A21.1	3	-	-	-	-	-	-	-
9P1A21.2	-	3	-	-	-	-	-	3
9P1A21.3	-	3	-	-	-	-	2	-
9P1A21.4	-	3	-	-	-	-	3	2
9P1A21.5	-	-	3	-	-	-	-	3

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	FINANCIAL MANAGEMENT
Category	PCC
Course Code	9P1A22

Year	I MBA
Semester	II Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To provide students with conceptual and practical framework of financial functions.
- To know students with working knowledge about capital budgeting.
- To provide knowledge about capital structure.
- Conceptual and analytical framework of the working capital.
- To provide knowledge about capital structure.
- Conceptual and analytical framework of the working capital.

Unit 1	FINANCIAL MANAGEMENT OVERVIEW	9
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Introduction: Meaning and Functions of financial management, Objectives of financial management: Profit maximization and Wealth maximization, Role of the financial 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)

## Unit 3 WORKING CAPITAL MANAGEMENT 15

Management of Working Capital: Concepts- Need for working capital-Operating cycle- Estimation of working capital requirements-Management of cash, Receivables and inventory. (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 concept of operating cycle. (L2)
- Focus on the proper mix of short term and long-term financing for current assets. (L2)

Unit 4	CAPITAL STRUCTURE AND COST OF CAPITAL	13
--------	---------------------------------------	----

Financing Decision, Capital Structure, Theories of capital structure: NI, NOI, Traditional and MM Theories, EBIT and EPS Analysis, Operating and Financial Leverages, Computation of Leverages, Specific cost of capital, Determination of weighted averages of capital. (Theory and Problems)

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

- Know the importance of EBIT-EPS Analysis in establishing optimal capital structure. (L1)
- Know the appropriate combination of operating and financial leverage. (L1)

## Unit 5 DIVIDEND DECISION 8

Dividend Decision, Types of dividends, Factors influencing the dividend policy, Theories of dividends: Walter,

### Gordon and MM Hypothesis (Theory only)

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

- Identify the market imperfections that make dividend policy relevant. (L1)
- Know the bird in the hand argument for paying current dividends.(L1)

### 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. SheebaKapil, 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. SheebaKapil, Financial Management Strategy, Implementation and Control, PragathiPrakasam Publication, Meerut

### Course Outcomes:

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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Understand the core concepts and techniques in financial management.   | L2 |
| 2. Ability to conduct discounted cash flow analysis and estimate a company's cost of capital.                                     | L3 |
| 3. Analyze the risk dimension in decision making.   | L4 |
| 4. Ability to allocate funds to the most attractive investment opportunities  | L3 |
| 5. Understand the process of a determining firm's optimal cash payout policy and Analysis of working capital needs of the company | L2 |

### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A22.1	3	-	-	-	-	-	2	3
9P1A22.2	3	2	-	-	-	-	-	3
93P1A2.3	3	-	-	-	-	-	-	3
9P41A2.4	3	2	-	-	-	-	-	3
9P1A22.5	3	-	-	-	-	-	2	3

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
(An Autonomous Institution)

Title of the Course     MARKETING MANAGEMENT  
Category                PCC  
Course Code            9P1A23

Year                I MBA  
Semester           II Semester  
Branch             MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To introduce marketing as a business function and understand the concepts of marketing management.
- To emphasize understanding of marketing environment in marketing decision making.
- To learn about marketing process for different types of products and services.
- To understand the tools used by marketing managers in decision situations.
- To emphasize the need, importance and process of Marketing Planning and Control.

Unit 1                   INTRODUCTION 10

Definition – Core concepts of Marketing: Transactions, Exchange, Need, Want & Demand – Company Orientation towards the Marketplace: Production, Product, Selling, Marketing & Holistic Marketing Concepts – Components of a Modern Marketing Information System: Internal Records & Marketing Intelligence.

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

- Demonstrate an understanding of fundamental concepts of marketing. (L1)
- Identify the scope of marketing covering different functions of a marketing manager. (L1)

Unit 2                   STP 8

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

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 & Responding to Price Changes.

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

- Identify ethical and legal implication of marketing decisions. (L1)

Unit 4                   PLACE & PROMOTION STRATEGIES 8

Role of Marketing Channels – Channel Design Decisions – 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)
- Identify the roles of advertising, sales promotion, public relations, personal selling and direct marketing in the promotion mix; compare and contrast integrated marketing communications with a non-integrated approach to the promotional mix. (L1)

Unit 5                   ORGANIZING & CONTROL AND ETHICAL MARKETING 8

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.

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

- Identify various social science elements within marketing ethics and the roles that they play. (L1)
- 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. Understand the basics of marketing and marketing environment.                            | L2 |
| 2. Identify marketing strategies compatible to target market and organizational objectives. | L1 |
| 3. Apply pricing strategies to achieve organizational objectives.                           | L3 |
| 4. Understand promotional programmes based on promotional mix elements.                     | L2 |
| 5. Identify contemporary marketing practices and ethical issues driving marketing function. | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A23.1	-	-	-	3	-	2	-	-
9P1A23.2	-	-	-	-	-	-	3	2
9P1A23.3	2	3	-	-	-	2	2	-
9P1A23.4	1	2	-	3	-	2	-	-
9P1A23.5	-	-	3	-	-	-	2	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES: RAJAMPET  
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Title of the Course      OPERATIONS MANAGEMENT  
Category                PCC  
Course Code            9P1A24

Year                    I MBA  
Semester            II Semester  
Branch                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
- To understand the relationship between operations and other business functions.
- To understand techniques of location and facility planning; line balancing; job designing; and capacity planning in operations management.
- To understand the Materials Management function starting from Demand Management through Inventory Management.

Unit 1                    INTRODUCTION TO PRODUCTION AND OPERATIONS                    15

Introduction to Production and Operations Functions – Evolution, Scope and Development Stages of Operations Management – Interaction of Operations Management with other functional areas of Management – Manufacturing and Non-Manufacturing Operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5Ps of Operations.

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

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

Unit 2                    FACILITY LOCATION, LAYOUT & CAPACITY PLANNING                    10

Facility Location: Parameters & Criterion for Selection of a Location, Different Types of Layouts, Their Planning and Production Systems – Service Layouts and Operations – Planning Capacity Across the Organization – Planning Long-Term Capacity – Capacity Timing and Sizing Strategies.

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

- Identify the benefits of four basic layout designs in the physical placement of resources. (L1)
- Apply the Line Balancing steps to the design of an appropriate product layout. (L3)

Unit 3                    ASSEMBLY LINE BALANCING, SCHEDULING & FORECASTING                    12

Networking of Process Flow – Assembly Line Balancing – Scheduling of Operations – Introduction to Forecasting – Time Series: Introduction, Components of Time Series, Types of Forecasting, Regression Method, Moving Average, Exponential method, Forecasting errors.

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

- Understand Time Series analysis and forecasting errors. (L2)
- Identify various project planning and management techniques like Regression Method, Moving Average, Exponential method, among others. (L1)

Unit 4                    INVENTORY MANAGEMENT, PLANNING & CONTROL                    12

Materials Handling – Role of purchase department – Inventory Basics – ERP – KANBAN System – Lean operations and JIT – EOQ Models – Inventory Control Techniques: ABC, VED analysis – EOQ using Quantity discount, POQ.

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

- Understand the methods used by organizations to obtain the right quantities of stock or inventory. (L2)

## Unit 5 QUALITY &amp; PRODUCTIVITY MANAGEMENT

12

Concepts 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 – Labour and Machine Productivity – Introduction to Work-Study – Work Measurement – Method Study and Time Study.

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

- Apply business strategies to improve productivity and quality management. (L3)
- Analyse 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.

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)
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. Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.  | L1 |
| 2. Analyses and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments. | L4 |
| 3. Understand aggregate capacity plans and MPS in operation environments.  | L2 |
| 4. Apply suitable materials handling principles and practices in the operations.   | L3 |
| 5. Identify suitable quality control measures in Quality Circles to TQM.   | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A24.1	3	-	-	-	-	-	2	-
9P1A24.2	-	2	-	-	-	-	-	-
9P1A24.3	3	-	-	2	-	-	-	-
9P1A24.4	3	2	-	-	-	-	-	-
9P1A24.5	-	2	-	-	-	-	2	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	MANAGEMENT INFORMATION SYSTEM
Category	PCC
Course Code	9P1A25

Year	I MBA.
Semester	II Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

1. Identify the major management challenges to build using information system.
2. Learn and to find appropriate solutions to information security.
3. Learn the core activities in the system development process.
4. Understand the strategic information system.
5. Cultivate skills and experience in the development and implementation of information system project.

Unit 1	INTRODUCTION	10
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Definition – Importance of Information System – Functions of MIS – Objectives of MIS – Components of Information System – MIS for Operations: Marketing IS, Manufacturing IS, Human Resource IS and Financial IS.

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

- Know the application of MIS in different business activities. (L2)
- Identify the use of information systems in business. (L1)

## Unit 2 INFORMATION SYSTEMS 8

Computers in Management – MIS Office Automation – Decision Support Systems – Expert Systems – Knowledge Work System – Artificial Intelligence – Group Decision Support System (GDSS).

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

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

Unit 3	SYSTEM DEVELOPMENT	10
--------	--------------------	----

System Concepts – Types of Systems – Modern Information Systems – System Development Life Cycle – Completing the system development process - Modeling and Design Systems: Structured and Object-Oriented Methodologies – Computer-Aided-Software-Engineering (CASE), Alternative System-Building Approaches: Traditional System life Cycle and Prototyping.

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

- Know the life cycle of modern information systems. (L2)
- Gets aware about the concepts of system design and modeling and their applicability in organizations. (L2)

Unit 4	STRATEGIC INFORMATION SYSTEMS (SIS)	8
--------	-------------------------------------	---

An Understanding of Strategic Information System – Benefits of SIS (Strategic Grid) – Components of Strategic Information Planning – Business Intelligence System – Computing System for Strategic Planning – The Value Chain Model

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

- Find the business intelligence systems in detail. (L1)
- Highlight the use of value chain model in business strategy formulation. (L1)

## Unit 5 INFORMATION SYSTEM SECURITY AND CONTROL 8

System Vulnerability – Malicious Software – Establishing A Framework for Security and Control – Information System Control – Risk Assessment – Security policy, the role of Auditing Technologies and Tools for Protecting

Information Resources: Access control, firewalls, Intrusion Detection Systems Computer Virus – Security Threats.

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

- Know the ways of protecting information security. (L2)
- Outline ways related to different computer viruses and threats. (L1)

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, Robert Schuthesis and Mary Sumner, Tata McGraw Hill.
2. Management Information Systems, Balasubramanian, Excel books, 2009. Management Information Systems, Gordon B. Davis & Margrethe H. Olson, Tata McGraw Hill, 2006.
3. Management Information Systems, McCleod, Schell, Pearson 2009.
4. 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. Understand the basic concepts technology used in the field of MIS.        | L2 |
| 2. identify to different types of management information systems             | L1 |
| 3. Understand the process of developing and implementing information system. | L2 |
| 4. To understand strategic information system                                | L2 |
| 5. To understand about information security and control for an organization. | L2 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A25.1	2	-	-	2	-	-	-	-
9P1A25.2	-	3	2	-	-	-	-	-
9P1A25.3	-	-	-	-	-	-	3	-
9P1A25.4	-	-	-	-	-	-	3	3
9P1A25.5	-	-	-	-	-	-	-	3

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course     RESEARCH METHODOLOGY  
Category                PCC  
Course Code            9P1A26

Year                    I MBA  
Semester            II Semester  
Branch                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To understand the basics of research in managerial decision making.
- To understand the design of research along with sampling in research.
- To appreciate the use of measurement scaling and design of questionnaires.
- To Gain knowledge of collection and analysis of data.
- To Gain ability to represent data and report preparation.

Unit 1                    INTRODUCTION 9

Meaning and Significance of Research – Types of Research - Research Process – Problem Identification and Definition – Criteria for Good Research – Hypothesis: Null Hypothesis Vs Alternative Hypothesis, Hypothesis Formulation – 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)
- Define different types of variables and Hypotheses. (L1)

Unit 2                    RESEARCH DESIGN AND SAMPLING METHODOLOGY 12

Meaning of and Need for Research Design – Types of Research Design – Nature of Sampling – Probability and Non-Probability Sampling Methods – Steps in Sample Design – Sample Size Determination and Approaches.

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

- Differentiate sampling methods. (L4)
- To understand various methods of research design. (L2)
- Memorize determination of sample size. (L1)

Unit 3                    MEASUREMENT AND SCALING TECHNIQUES 13

Nature of Measurement and Scaling – Measurement Scales – Scaling Techniques – Constructing, Drafting and Refining the Questionnaires.

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

- Use scaling techniques and Constructing, Drafting and Refining the Questionnaires. (L3)

Unit 4                    DATA COLLECTION, PROCESSING AND ANALYSIS 13

Sources of Data: Primary and Secondary Data – Data Collection Method – Processing and Analyzing Data.

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

- Discuss data collection methods. (L2)

Unit 5                    DATA PRESENTATION AND REPORT WRITING 8

Diagrammatic and Graphical Presentation: Techniques, Merits and Demerits – Report Writing – Types and Layout of Research Reports.

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

- Identify different types research reports and research report layout. (L1)

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. Marketing Research Contemporary Approach, Dr. P. Naryana Reddy, Dr. GVRK Acharyulu, 2/e, Excel Books.
4. Research Methodology – Methods & Techniques, C.R. Kothari, 2/e New Age International, New Delhi. 2008.

#### 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. Methodology and Techniques of Social Science Research, Wilkinson & Bhandarkar, Himalaya Publishing House.
4. An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill.
5. Research Methodology in Management, Michael, V.P., Himalaya Publishing House.
6. Research Methodology, Dipak Kumar. Bhattacharya, Excel Books, 2006.

#### Course Outcomes:

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

#### Blooms Level of Learning

- |  |    |
|--|----|
| 1. Understand the formulation of research problem and hypothesis in Social Sciences. | L2 |
| 2. Determine sample size appropriate to the research design                          | L2 |
| 3. Demonstrate measurement scales and questionnaires.                                | L3 |
| 4. Memorize the data collection methods in statistical analysis.                     | L1 |
| 5. Discuss research reports for managerial decision making.                          | L2 |

#### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A26.1	3	2	-	-	-	2	-	-
9P1A26.2	-	-	-	-	-	-	-	-
9P1A26.3	-	2	-	-	-	-	2	-
9P1A26.4	3	1	-	-	-	-	-	-
9P1A26.5	2	3	2	-	2	-	-	2





- Describe Queuing system, models and components. (L1)
- Solve single server Queuing model problems. (L3)

#### Unit 5 P.E.R.T & C.P. M

10

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:

Design and draw networks using given information. (L1)

- Understand and analyze Probability of Completing the Project Within the Given Time. (L2)
- To develop the abilities in project evaluation techniques like PERT, CPM etc.,(L2)

Prescribed Textbooks:

1. KantiSwaroop, Gupta P.K. Man Mohan, "Operations Research", Sultan Chand and Sons, 1978
2. Business Research methods, William G. Zikmund, 7/e, Cengage, 2008

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. Pannervselvam, 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

Blooms Level of Learning

1. Understand the importance of Operations Research and LPP
2. Apply Transportation, Assignment algorithms to business situations.
3. Simulate business events for forecasting.
4. Apply Sequencing algorithms to develop routing plan and job schedules.
5. Use project management methods to accomplish projects.

L2  
L3  
L3  
L3  
L2

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A27.1	3	-	-	-	2	-	1	-
9P1A27.2	1	3	-	-	-	-	2	-
9P1A27.3	2	1	-	-	-	-	1	-
9P1A27.4	1	3	-	-	2	-	-	2
9P1A27.5	3	2	-	1	-	-	2	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course      PERSONALITY DEVELOPMENT PROGRAMME– II  
Category                  PDP  
Course Code              9P1A28

Year                      I MBA  
Semester                II Semester  
Branch                   MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	4	2

Course Objectives:

- The aim of conducting personality development programmes is to explore the inner potentials of the students and make them aware of their strengths and weaknesses.

Activity areas

Following activity areas for the current semester are proposed below. The in-charge of the programme is instructed to keep in view the broad framework provided in previous pages while conducting following activities.

- ❖ Elocution
- ❖ Business quiz
- ❖ Creative thinking
- ❖ Team work
- ❖ Debate
- ❖ Event Management
- ❖ Negotiation skills
- ❖ Human rights awareness
- ❖ Problem solving
- ❖ Interview skills
- ❖ Basket exercises
- ❖ Mind management
- ❖ Stress and emotional management

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

- Understand better communication skills. (L2)
- Focus on creative thinking and develops innovative plans. (L2)
- Manage their mind to the utmost extent and balances every situation. (L2)
- Understand and overcome stress related symptoms in life as well as in career. (L3)
- Build knowledge regarding the rights of humans in the society. (L3)

Prescribed Textbooks:

1. Developing Management Skills – David A. Whetten & Kim S. Cameron, 7/e, PHI, 2007
2. More Games Trainers play – Scannel Newstrom, TMH
3. Developing Communication Skill – Krishna Mohan & Meera Banerji, MacMillan

Reference Books:

1. Basic Managerial Skills for All – EH McGrath, 6/e, PHI
2. Creativity, Innovation and Quality – Paul E. Plsek, PHI
3. Human Skills – Creating the Future – Frenandez, Pattanayak, Upinder Dhar & Ravishanker, HPH
4. Effective Training – Blanchard Thacker, 3/e, PHI
5. Sales Games and Activities for Trainers – Gary B. Connar & John A. Woods, TMH
6. Team Games for Trainers – Nileos, TMH
7. Public Speaking – Michael Osborn & Suggan Osborn, 6/e, Biztantra
8. Body Language – Hedwig Lewis, Response Books.

Course Outcomes:

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

1. Understanding self-awareness and potential development
2. Demonstrate communication skills
3. Developing problem solving and creative abilities
4. Developing ethical, cultural and responsive personality,
5. Developing employability skills for the industry and also fostering entrepreneurial skills.

Blooms Level of Learning

L2

L3

L3

L2

L3

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A18.1	-	-	-	-	3	-	-	3
9P1A18.2	-	3	-	-	-	-	-	2
9P1A18.3	-	2	-	-	-	-	3	-
9P1A18.4	-	-	2	3	-	-	-	-
9P1A18.5	-	-	-	2	-	2	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course     EXECUTIVE COMMUNICATION LAB  
Category                 HSC  
Course Code            19CC22L

Year                      I MBA  
Semester                II Semester  
Branch                   MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	4	2

Course Objectives:

- To sensitize the learners about language skills by participating in GDs, meetings and business correspondence.
- To help the students confidently and effectively present their ideas in interviews and presentations.

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, LesikarFlately, Tata McGraw Hill, 2009
3. Business Communication, Ramachandran KK et al. MacMillan India Ltd., 2009

Reference Books:

Suggested Software:

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

Course Outcomes:

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

Blooms Level  
of Learning

- |   |    |
|---|----|
| 1. Interpret the things by listening and responding relevantly.                         | L3 |
| 2. Improve their public speaking skills and make presentations confidently.             | L3 |
| 3. Illustrate themselves in social and professional contexts fluently.                  | L4 |
| 4. Understand Business Letters and E-Mails in Business Correspondence                   | L2 |
| 5. Relate the things efficiently in Group Discussions and Meetings.                     | L3 |
| 6. Identify themselves in preparing Resume effectively by including all the components. | L1 |
| 7. Relate the things efficiently during the interview process                           | L5 |

## CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
19CC22L.1	-	3	-	-	-	-	-	-
19CC22L.2	-	3	-	-	-	-	-	-
19CC22L.3	-	-	-	-	-	-	-	3
19CC22L.4	-	-	-	-	-	-	-	3
19CC22L.5	-	3	-	-	-	-	-	-
19CC22L.6	-	-	-	-	-	-	-	3
19CC22L.7	-	-	-	-	-	3	-	-



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. Remember supply chain management as in important function of an organization.   | L2 |
| 3. Find transportation service and transportation operations.  | L1 |
| 4. Recall knowledge in designing logistics operations.   | L1 |
| 5. Understand the application of IT to the success of logistics operations and apply control measures relevant for sustainability. | L2 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A31.1	-	-	-	-	-	1	-	2
9P1A31.2	2	-	-	2	-	1	2	1
9P1A31.3	1	-	-	-	1		-	-
9P1A31.4	2	-	-	-	-	-	2	-
9P1A31.5	-	1	-	-	-	2	2	1

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	RETAIL MANAGEMENT
Category	PCC
Course Code	9P1A32

Year	II MBA
Semester	III Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

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
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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:

- To identify the impact of key market/retail trends upon this sector in the local and global contexts. (L1)
- Identify the key stakeholders and the roles/responsibilities of retail towards these stakeholders. (L1)

## 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
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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 Atmospheric.

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)
- Identify Supply Chain partners. (L1)

Prescribed Textbooks:

1. Levy, Weitz and Pandit – Retailing Management, 6/e, Tata McGraw-Hill
2. SwapnaPradhan – 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. SinhaPiyush Kumar and UniyalDwarika, Retail Management - An Asian Perspective, Thomson Learning, Singapore, 2005.
2. Retail Management by Chetan Bajaj, RajnishTuli and Nidhi V Srivastava. (Oxford University Press).
3. Retailing by Dale M. Lewison 6/e (Prentice Hall)
4. SinhaPiyush Kumar and UniyalDwarika, 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. To know the various types of retailers and their characteristics. | L1 |
| 2. Understand the importance retail locations and strategies.        | L2 |
| 3. Apply retailing strategies in competitive markets.                | L3 |
| 4. Apply retail design and store design.                             | L4 |
| 5. Understand how to meet service standards.                         | L2 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A32.1	2	-	-	-	-	3	-	-
9P1A32.2	-	-	-	2	-	-	3	-
9P1A32.3	-	-	-	-	-	2	3	-
9P1A32.4	-	2	-	-	-	2	-	2
9P1A32.5	-	-	-	3	2	-	-	2

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
(An Autonomous Institution)

Title of the Course      COST AND MANAGEMENT ACCOUNTING  
Category                  PCC  
Course Code              9P1A33

Year                      II MBA  
Semester                III Semester  
Branch                  MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- Identify the major differences and similarities between cost accounting, financial and management accounting.
- Understand the role of management accountant in an organization, and the importance of upholding ethical standards
- Expose students to concepts and techniques that managers and accountants use to produce information for decision making including an Activity-Based Costing (ABC), Standard Costing for planning, Variance Analysis, etc.
- Expose students to methods and techniques needed by managers for performing functions such as costing, cost allocations, preparation of flexible budgets and variance analysis

Unit 1                      INTRODUCTION TO MANAGEMENT ACCOUNTING, COST ANALYSIS AND CONTROL                      10

Management Accounting Vs. Cost Accounting Vs. Financial Accounting – Role of Accounting Information in Planning and Control – Cost Concepts and Managerial Use of Classification of Costs – Cost Analysis and Control: Direct and Indirect Expenses, Allocation and Apportionment of Overheads, Calculation of Machine Hour Rate – Introduction to Activity Based Costing.

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

- To know the concept of cost and management accounting. (L1)
- To know the relationship between cost accounting-financial accounting and managerial accounting (L1)

Unit 2                      COSTING FOR SPECIFIC INDUSTRIES                      18

Unit Costing – Job Costing – Cost Sheet and Tender and Process Costing and Their Variants – Treatment of Normal Losses and Abnormal Losses – Inter-Process Profits – Costing for By-Products and Equivalent Production

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

- To understand the various concepts of cost accounting, (L2)

Unit 3                      MANAGEMENT ACCOUNTING                      12

Management Accounting – Objectives, Nature And Scope Of Financial Accounting, Cost Accounting And Management Accounting – Managerial Decisions – Accounting Plan And Responsibility Centres – Significance Of Responsibility Accounting – Responsibility Centres – Cost Centre, Profit Centre And Investment Centre – Determinants Of Responsibility Centres – Transfer Pricing – Objectives Of Transfer Pricing – Methods Of Transfer Pricing (Simple Problems) – Conflict Between A Division And A Company - Multi-National Transfer Pricing.

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

- Demonstrate the need for a balance between financial and non-financial information in decision making, control and performance evaluation applications of management accounting. (L2)
- To provide information regarding cost accounting as a tool of managerial decisions. (L2)

Unit 4                      MARGINAL COSTING                      12

Marginal Costing and Break-Even Analysis – Cost-Volume-Profit (CVP) Analysis – Break-Even Analysis – Assumptions and Practical Applications of Breakeven-Analysis – Decisions Regarding Sales-Mix – Make or Buy Decisions – Limiting Factor Decision – Export Decision – Plant Merger – Decision of Shutdown or Continuation of

a Product Line.

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

- Understand about profit planning, make or buy decisions, cost reduction and cost control (L2)
- Remember absorption costing, marginal costing, break even analysis. (L1)

## Unit 5 BUDGETARY CONTROL

13

Budgeting and Budgetary Control – Fixed and Flexible Budget – Preparation of Functional Budget for Operating and Non-Operating Functions – Cash Budgets – Capital Expenditure Budget – Master Budget – Principal Budget Factors – Zero-Base Budgeting – Performance Budgeting – Standard Costing and Variance Analysis – Material Variances – Labour Variances – Overhead (Fixed and Variable) Variances – Sales Variances.

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

- Develop various skills among the students related with budget and budgetary control. (L2)
- Understand the various concepts of standard costing. (L2)

Prescribed Textbooks:

1. B Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012
2. S.P. Jain and K.L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.

Reference Books:

1. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
2. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
3. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
4. Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006

Course Outcomes:

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

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Understand the importance and role of cost accounting systems.            | L2 |
| 2. Identify costing for specific industries apply these concepts in practice | L1 |
| 3. Compare Activity Based Costing with other costing systems.                | L4 |
| 4. Apply cost and revenue allocation methods.                                | L3 |
| 5. Apply flexible and static budgets on variance analysis                    | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A33.1	2	-	-	3	-	-	-	-
9P1A33.2	-	3	-	-	-	-	-	-
9P1A33.3	-	3	-	-	2	-	-	-
9P1A33.4	-	3	-	-	-	-	-	-
9P1A33.5	2	-	-	-	-	-	2	-



impact – universalistic & contingency view Leadership and Assessment of KM Leadership – KM Assessment of Knowledge Management Solutions Impacts – Knowledge Workers – Barriers to KM and IT Dissemination.

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

- Apply complex theories and practice of knowledge and intellectual capital management (L3)
- Understand dimensions of KM and impact on a wide range of scenarios(L2)
- Predict the barriers to KM and take necessary actions (L2)

Prescribed Textbooks:

1. Knowledge Management in Organizations by Donald Hislop, Oxford 2nd Edition.
2. Knowledge Management by Ganesh Natarajan and SandhyaShekhar.
3. Knowledge Management Systems Theory and Practice by Stuart Barnes (Ed.), Thomson Learning.

Reference Books:

1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies. Prentice Hall. ISBN: 0-13-109931-0.
2. Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.
3. Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
4. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.

Course Outcomes:

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

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Understanding the KM concepts, types of knowledge and characteristics of knowledge.                                   | L2 |
| 2. Basic concepts of knowledge management can be gained.   | L1 |
| 3. KM infrastructure, solutions and various components related to KM foundation can also be well understood and applied. | L2 |
| 4. Understanding the KM Structure, Organization Culture and Role of IT in facilitating the KM implementation.            | L2 |
| 5. Gain an Insight on KM dimensions, barriers and Performance factors with respect to KM.                                | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A34A.1	2	-	-	-	3	-	2	-
9P1A34A.2	3	-	-	-	2	-	-	1
9P1A34A.3	-	3	1	-	-	-	-	-
9P1A34A.4	-	-	-	-	2	-	1	-
9P1A34A.5	3	3	-	1	-	-	2	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course      CORPORATE FINANCE  
Category                    PEC  
Course Code              9P1A34B

Year                    II MBA  
Semester                III Semester  
Branch                  MBA

Lecture Hours 4	Tutorial Hours 0	Practice Hours 0	Credits 4
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Course Objectives:

- To provide strong foundation in concepts of corporate finance.
- To analyses various sources of finance and plan proper capital structure.
- To evaluate time value of money in valuation of securities, capital budgeting and cost of capital for proper corporate financial structure
- To collaborate with foreign corporations by analyzing various factors of international exchange.
- To understand the basic concepts in corporate governance

Unit 1                    INDUSTRIAL FINANCE                    15

Indian Capital Market – Basic Problem of Industrial Finance in India – Equity – Debenture Financing – Guidelines from SEBI – Advantages and Disadvantages and Cost of Various Sources of Finance – Finance from International Sources – Financing of Exports – Role of EXIM Bank and Commercial Banks – Finance for Rehabilitation of Sick Units.

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

- To know the concepts of Indian Capital Market, Financial markets and Debenture Financing. (L1)
- Determine professional issues in corporate financial management (L2)

Unit 2                    SHORT TERM-WORKING CAPITAL FINANCE                    10

Estimating Working Capital Requirements – Approach Adopted by Commercial Banks – Commercial Paper- Public Deposits and Inter Corporate Investments

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

- Apply best practice tools and methods in corporate finance and investment management to different settings. (L3)

Unit 3                    ADVANCED FINANCIAL MANAGEMENT                    14

Appraisal of Risky Investments – Certainty Equivalent of Cash Flows and Risk Adjusted Discount Rate – Risk Analysis in The Context of DCF Methods Using Probability Information – Nature of Cash Flows – Sensitivity Analysis; Simulation and Investment Decision – Decision Tree Approach in Investment Decisions.

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

- Apply appropriate methods and analytical procedures to conduct analysis of practical financial problems.(L3)

Unit 4                    FINANCING DECISION                    10

Simulation and Financing Decision – Cash Inadequacy and Cash Insolvency – Determining the Probability of Cash Insolvency – Financing Decision in The Context of Option Pricing Model and Agency Costs – Interdependence of Investment – Financing and Dividend Decisions

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

- Determining the Probability of Cash Insolvency. (L2)
- Remember Financing Decision in The Context of Option Pricing Model and Agency Costs. (L1)

Unit 5                    CORPORATE GOVERNANCE                    12

Corporate Governance – SEBI Guidelines – Corporate Disasters and Ethics – Corporate Social Responsibility –

## Stakeholders and Ethics – Ethics, Managers and Professionalism

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

- Understand SEBI Guidelines. (L2)
- Identify shareholders returns. (L1)

### Prescribed Textbooks:

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd., 12th Edition, 2012.

### Reference Books:

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
3. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011. Website of SEBI

### Course Outcomes:

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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Explain the importance of various concepts related to corporate finance...                 | L2 |
| 2. Analyzing various financial statements.  | L4 |
| 3. Judge various projects and select the best based on time value.                            | L4 |
| 4. To account for transactions involving foreign exchange in international corporate finance. | L3 |
| 5. Identify shareholders returns.   | L1 |

### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A34B.1	3	-	-	-	-	-	2	-
9P1A34B.2	3	-	-	-	-	-	-	-
9P1A34B.3	2	3	-	-	-	-	-	-
9P1A34B.4	-	3	-	-	-	-	-	-
9P1A34B.5	-	-	-	-	-	-	3	2

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course      CONSUMER BEHAVIOUR  
Category                    PEC  
Course Code              9P1A34C

Year                    II MBA.  
Semester              III Semester  
Branch                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To understand the conceptual foundations of consumer buying behaviour.
- To provide students with an understanding of the wide range of social, cultural and economic factors which influence consumer behaviour.
- To familiarize the decision-making process of the consumer.
- To familiarize models of consumer behaviour.
- To understand the basic concepts in consumer protection act.

Unit 1                    INTRODUCTION TO CONSUMER BEHAVIOUR                    13

Introduction and Overview to Study of Consumer Behaviour – Definition of Consumer Behaviour – Significance – Development of The Concept & The Discipline of Consumer Behaviour – 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:

- To know the major stages which consumers usually go through when making a consumption-related decision. (L1)
- To 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:

- Be able to identify the dynamics of human behaviour and the basic factors that influence the consumers decision process. (L1)
- Understand various advertisement and promotions and their attempts to influence the behaviour 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 behaviour influences and their relationships. (L2)
- Discuss social and ethical implications of marketing actions on consumer behaviour. (L2)

Unit 4                    MODELS OF CONSUMER BEHAVIOUR                    8

Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model, Sheth Industrial Buyer Behaviour Model.

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

- Establish the relevance of consumer behaviour 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:

- To understand the advantages and limitations of the consumer movement and rights of the consumers. (L2)
- To identify the business malpractices and legislative regulations to protect the consumers (L1)

Prescribed Textbooks:

1. David L Loudon and Albert J Della Bitta: Consumer Behaviour, 4/e Tata McGraw Hill.
2. Hawkins, Best, Coney, Consumer Behaviour, 8/e, Tata McGraw Hill.
3. Schiffman, L.G and Kanuk L. L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.

Reference Books:

1. Blackwell, Miniard & Engel: Consumer Behaviour (Thomson)
2. Ramesh Kumar: Consumer Behaviour (Pearson).
3. Suja R. Nair: Consumer Behaviour in Indian Perspective (Himalaya).
4. Subhash Mehta: Consumer Behaviour (Tata McGraw Hill)
5. Satish K BatarShhKazmi: Consumer Behaviour (Excel)
6. Bennet and Kassarian: Consumer Behaviour, (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. Familiarity with the basics in consumer behaviour and its importance.  | L1 |
| 2. Explain how the cultural, social, personal and psychological factors that influences the consumer behaviour. | L2 |
| 3. To know Consumer Behaviour and Consumer decision process.  | L1 |
| 4. Remember decision-making process and models of the consumer behaviour.                                       | L1 |
| 5. Apply consumerism and consumer protection acts.  | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A34C.1	2	-	-	2	-	-	-	-
9P1A34C.2	-	3	-	3	-	-	-	-
9P1A34C.3	2	2	-	-	-	-	2	-
9P1A34C.4	-	2	-	-	-	-	1	-
9P1A34C.5	2	-	-	-	-	-	-	2

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course    e-BUSINESS  
Category                PEC  
Course Code            9P1A34D

Year                    II MBA.  
Semester            III Semester  
Branch                MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To understand the e-business strategy and inhibitors in e-business model development.
- To understand various security and reliability concerns in e-business.
- To familiarize the middleware technologies involved in e-business architectures.
- To understand strategies and techniques involved in modernization of legacy systems
- To familiarize with the challenges related to e-business integration with enterprise applications.

Unit 1                    e-BUSINESS STRATEGY AND MODELS                    10

E-Business – Elements – Business Requirements – Inhibitors of E-Business - E-Business Strategy.

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

- Investigate the business inhibitors that stops e-business. (L1)
- Examines the basic elements of e-business. (L1)

Unit 2                    SECURITY AND RELIABILITY FOR E-BUSINESS                    12

Reliability and Quality Considerations – Quality Requirements – Risk Management – Trust – E-Business Security – Realizing a Secure E-Business Infrastructure.

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

- Find the quality requirements of e-business (L1)
- Find out the essential requirements of e-business(L1)

Unit 3                    APPROACHES TO MIDDLEWARE                    12

Middleware – Messaging – Remote Procedure Calls (RPC) – Remote Method Invocation (RMI) – Message – Oriented Middleware (MOM) – Data Access Middleware – Transaction-Oriented Middleware – Distributed-Object Middleware.

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

- Understand the basics of middle ware and its impact on business operations. (L2)

Unit 4                    LEVERAGING LEGACY APPLICATIONS                    12

Enterprise Information Systems and Legacy Enterprise Assets – Strategies for Modernizing Legacy Systems – Non-Invasive Approaches – Legacy Modernization Techniques.

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

- Apply the legal aspects for the smooth running of e-business. (L3)
- Formulates strategies for modernization of legal systems. (L2)

Unit 5                    ENTERPRISE APPLICATION AND E-BUSINESS INTEGRATION                    12

Overview of Enterprise Application and E-Business Integration – Integration Challenges.

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

- Analyses business and its integration concepts. (L4)
- Establish the application related concepts for doing e-business. (L3)

Prescribed Textbooks:

1. E-business Roadmap for Success, Ravi Kalakota&Maina Robinson, Pearson, 2008

2. E-Commerce, PargDiwan, Excel, 2008
3. E-Business, Michael P. Papazoglou & Pieter M.A. Ribbers, 1/e, WILEY
4. E-Commerce and E-Business, Chaffey, Pearson, 2009

Reference Books:

1. E-Commerce, the Cutting Edge of Business, Kamallesh K Bajaj & Debjani Nag, TMH, 2008
2. Creating a winning e-business, Napier, 2/e Thomson, 2009

Course Outcomes:

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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Appreciate e-business model as an important business strategy.           | L1 |
| 2. Manage security and reliability concerns in e-business.                  | L1 |
| 3. Understand middleware technologies involved in e-business architectures. | L2 |
| 4. Apply strategies and techniques related to modern legal systems.         | L3 |
| 5. Manage challenges related to e-business integration.                     | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A34D.1	3	-	-	3	-	-	3	-
9P1A34D.2	-	-	-	-	-	-	-	3
9P1A34D.3	-	-	-	-	-	-	3	-
9P1A34D.4	-	-	-	3	-	-	2	-
9P1A34D.5	2	-	-	-	-	-	-	3



Prescribed Textbooks:

1. Guide on Labour Management forms and precedents (Law, Practice & Procedure) by S.D. Puri (Snow white publications)
2. Personnel Management by Edwin Flippo

Reference Books:

1. Personnel Management by C.B. Mamoria
2. Dynamics of personnel Administration by Rudrabaswaraj.
3. Industrial Relations and Labour Laws" by S C Srivastava
4. Industrial Relations and Labour Laws for ManagersParul Gupta

Course Outcomes:

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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Understanding of the personnel administration system in the organisation.  | L2 |
| 2. Identify necessary skillset for application of various HR issues   | L1 |
| 3. To analyze the strategic issues and the strategies requires to select, develop, appraisal and termination of employees | L4 |
| 4. Able to draft appointment orders, interview letters, promotional and transfer letters, etc.                            | L1 |
| 5. Ability to calculate terminal benefits such as superannuation, gratuity, bonus, etc.                                   | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A35A.1	1	1	1	-	-	-	-	-
9P1A35A.2	-	-	-	-	-	2	2	-
9P1A35A.3	-	3	3	-	-	-	-	-
9P1A35A.4	2	-	1	-	-	-	1	-
9P1A35A.5	2	1	-	-	-	-	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
(An Autonomous Institution)

Title of the Course      FINANCIAL MARKETS AND SERVICES  
Category                    PEC  
Course Code                9P1A35B

Year                        II MBA  
Semester                  III Semester  
Branch                    MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.
- To enrich student's understanding of the fundamental concepts and working of financial service institutions
- To equip students with the knowledge and skills necessary to become employable in the financial service industry.

Unit 1                      FINANCIAL AND SECURITIES MARKETS AND SERVICES                      12

Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Financial Markets; Characteristics – Structure and Functions of Call Money Market and Government Securities Market – T-Bills Market – Commercial Bills Market – Commercial Paper and Certificate of Deposits

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

- Understand the Australian banking system and describe the role of regulatory bodies in regulating how banks manage their capital. (L2)

Unit 2                      CAPITAL MARKETS AND INSTITUTIONS                      10

New Issue Market – Stock Exchange; Functions, Organization, Structure and Trading in Stock Exchange – SEBI And Regulation of Primary and Secondary Markets – Reserve Bank of India – Commercial Banks – Specialized Financial Institutions – NBFCs.

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

- Understand the fundamentals of financial markets and financial instruments. (L2)
- Identify functions of SEBI And Regulation of Primary and Secondary Markets and Reserve Bank of India. (L1)

Unit 3                      ASSET BASED FINANCIAL SERVICES – I                      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:

- To remember financial services (L1)
- Demonstrate an awareness of the current structure and regulation of the Indian financial services sector. (L2)

Unit 4                      FEE BASED FINANCIAL SERVICES                      10

Stock Broking – Registration– Clearing and Settlement Procedure at NSE – Margin Trading – Credit Rating; Definition, Process and Credit Rating Agencies in India.

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

- Understand the stock brokering roles and responsibilities. (L2)

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:

- Apply Infrastructure Financing and Guidelines. (L3)

Prescribed Textbooks:

1. Financial Institutions and Markets, L.M. Bhole, 4/e Tata McGraw Hill, 2007
2. Financial Services and System, Sasidharan, Mathews, Tata McGraw Hill, 2007.
3. Financial Services, Gorden&Natarajan, Himalaya Publishers, 2009.
4. Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition, 2009.
- Financial Markets & Services, Vasanthdesai, Himalaya, 2009

Reference Books:

1. Financial services, Thripati, PHI, 2009
2. Financial Institutions and Markets, Meir Kohn, Oxford University Press, 2007
3. Financial markets and institutions, Mishkin, Pearson Education, 6th edition, 2008
4. Financial Institutions and Markets, Gupta Agarwal, KalyaniPublishers, 2008.

Course Outcomes:

Blooms Level of Learning

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

- |  |    |
|--|----|
| 1. Understand Structure and Functions of Call Money Market and Government Securities Market                  | L2 |
| 2. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector. | L3 |
| 3. Identify how to promote financial products and services.  | L1 |
| 4. Understanding different regulations towards financial institutions.                                       | L2 |
| 5. Use best investment opportunity which is offered by banking and non-banking organizations                 | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A35B.1	3	-	-	-	-	-	2	-
9P1A35B.2	3	2	-	-	-	-	-	-
9P1A35B.3	3	2	-	-	-	-	-	-
9P1A35B.4	-	-	-	-	-	3	2	-
9P1A35B.5	3	-	-	-	-	-	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	SERVICES MARKETING
Category	PEC
Course Code	9P1A35C

Year	IIMBA
Semester	III Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To understand the importance to services sector in economy and the differences between services and physical goods.
- To understand what market segmentation means in service and how to maintain valued relations in services.
- To know the value addition of the service product and new service development.
- To understand the conduct of service quality audit, gap model of service quality and pricing strategies linked to value perceptions.
- To find out the role of marketing communication in services

Unit 1	UNDERSTANDING SERVICES MARKETING	10
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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
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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:

- Define services Segmentation. (L1)
- Identify valued relations in the markets.(L2)

Unit 3	CREATING VALUE IN A COMPETITIVE MARKET	13
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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:

- Remember new services development. (L1)
- Explain the planning and branding the service products. (L2)

Unit 4	SERVICE QUALITY MANAGEMENT	12
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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)

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 Promotional programs to growing business.(L3)



- Understand the importance of recovery strategies of customer problems. (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, RajendraNargundkar, 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. Understand importance to services, growth of services and service sector role in Indian economy.
2. Remember service quality measurements to build customer loyalty, evaluate the effectiveness and efficiency of customer service offerings and maintain valued relations with customers.
3. Explain positioning a service in the market and planning and branding service products.
4. Apply new approaches for managing customer satisfaction and loyalty (service quality audit, gap model of service quality and pricing strategies linked to value perceptions).
5. Discuss suitable communication programs in external marketing.

L2

L1

L2

L3

L2

#### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A35C.1	-	-	-	2	-	-	1	-
9P1A35C.2	-	-	2	1	2	-	-	-
9P1A35C.3	2	1	-	-	-	3	2	-
9P1A35C.4	2	-	-	-	-	-	2	-
9P1A35C.5	1	2	-	-	-	2	2	2

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
(An Autonomous Institution)

Title of the Course     ENTERPRISE RESOURCE PLANNING  
Category                PEC  
Course Code            9P1A35D

Year                II MBA.  
Semester          III Semester  
Branch            MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- Learn the concepts of reengineering and how they relate to ERP system implementation.
- Be able to map business processes using process mapping techniques.
- Understand the steps and activities in the ERP life cycle
- Be able to identify and describe typical functionality in an ERP system

Unit 1                    ERP and TECHNOLOGY 10

Introduction – Related Technologies – Business Intelligence – E-Commerce and E-Business – Business Process Reengineering – Data Warehousing – Data Mining – OLAP – Product life Cycle management – SCM – CRM

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

- Find the different reengineering techniques. (L1)
- Solve warehousing and mining problems. (L3)

Unit 2                    ERP IMPLEMENTATION 8

Implementation Challenges – Strategies – Life Cycle – Pre-Implementation Tasks – Requirements Definition – Methodologies – Package Selection – Project Teams – Process Definitions – Vendors and Consultants – Data Migration – Project Management – Post Implementation Activities.

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

- Apply Data migration techniques for the sustainability of Business. (L3)
- Identify ERP strategic life cycle and its applicability for the success of Business. (L1)

Unit 3                    ERP IN ACTION & BUSINESS MODULES 10

Operation and Maintenance – Performance – Maximizing the ERP System – Business Modules – Finance – Manufacturing – Human Resources – Plant Maintenance – Materials Management – Quality management – Marketing – Sales, Distribution and Services.

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

- Translate ERP modules into Business applicability (L2)
- Find various ways of maintaining plant and materials in the company (L3)
- Acquire new strategies related to sales and distribution for the success of Business (L1)

Unit 4                    ERP MARKET 8

Marketplace – Dynamics – SAP AG – Oracle – PeopleSoft – JD Edwards – QAD Inc. –SSA Global – Lawson Software – Epicore – Intuitive

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

- Extend the dynamic aspects of business and their applicability in the growth of organisation. (L2)
- Apply software for the ultimate utilization of market resources. (L3)

Unit 5                    ENTERPRISE APPLICATION INTEGRATION 8

ERP and E-Business – ERP II – Total quality management – Future Directions – Trends in ERP.

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

- Understand the different quality management techniques in doing e-business. (L2)
- Utilize the ERP applications in the development of Business. (L3)

Prescribed Textbooks:

1. Enterprise Resource Systems, Motiwala, Pearson, 2009.
2. Enterprise Resource Planning, Alexis Lenon, TMH, 2008.
3. Concepts in ERP, Monk, 2/e Thomson, 2009.
4. Managerial Issues of ERP, David L. Olson, TMH, 2009.

Reference Books:

1. Enterprise Resource Planning and MIS, Venugopal Rao, Excel 2009.
2. ERP concepts & practice, Vinod Kumar Kard and NK VenkataKristan, PHI, 2008.
3. ERP in Practice, Vaman, TMH, 2008.
4. Enterprise Resource Planning, MahadeoJaiswal& Ganesh V Anapalli, Macmillan, 2008.

Course Outcomes:

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

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Understand the relationship between ERP and Technology.                             | L2 |
| 2. Find the ways of implementing ERP   | L1 |
| 3. Apply different ERP and Business modules in various Departments of the company      | L3 |
| 4. Get awareness of various ERP markets.   | L2 |
| 5. Identify various types of Enterprise applications in strengthening the organization | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A35D.1	1	-	-	-	-	-	3	-
9P1A35D.2	-	-	-	-	-	2	3	-
9P1A35D.3	-	-	-	-	-	-	3	2
9P1A35D.4	-	-	-	3	-	-	-	-
9P1A35D.5	-	1	-	-	-	-	-	2



consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues. (L3)

## Unit 5 ISSUES RELATED TO COMPENSATION

12

Concept of Dearness Allowance – The Role of Fringe Benefits in Reward Systems – Retirement Plans Including VRS/Golden Handshake Schemes – The Executive Compensation – Workmen's Compensation Act, 1923.

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

- To increase student knowledge and comprehension about the compensation function. (L2)
- Recognize how pay decisions help the organization achieve a competitive advantage. (L1)
- Apply the knowledge to solve compensation related problems in organizations. (L3)

Prescribed Textbooks:

1. Compensation and Reward Management, Sigh BD, Excel Books.
2. Compensation, Ninth Edition, Milkovich, Newman, and Venkata Ratnam, TMH, New Delhi.
3. Compensation Management: Text and Cases, Tapomoy Deb, Excel Books.

Reference Books:

1. Negotiated Change – Collective Bargaining, Liberalization and Restructuring in India, Venkata Ratnam CS, Response Books, New Delhi, 2003.
2. Industrial Relations, Trade Unions and Labour Legislation, Sinha, Pearson, 2007.
3. Labour and Industrial Laws, P.K. Padhi, PHI, 2007.
4. Law of Industrial Disputes, Bagri, Kamal Law House, 2010.
5. Law of Trade Unions, Eastern Book Company, Srivastava, 4th Edition, 2002.
6. Labour and Industrial Law, Dr. V.G. Goswami, Central Law Agency, Allahabad.
7. S.N.M. Mishra: Labour and Industrial Law, Central Law Agency, Allahabad

Course Outcomes:

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

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Student will be able to analyses different pay structures.            | L4 |
| 2. Understanding different wage theories.                                | L2 |
| 3. Able to get clear knowledge about different policies and regulations. | L1 |
| 4. Apply package employee to satisfy and motivation of employees.        | L3 |
| 5. Identify most effective compensation system                           | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A36A.1	2	-	-	2	-	-	3	-
9P1A36A.2	3	1	-	-	-	-	-	-
9P1A36A.3	3	-	-	-	-	-	2	-
9P1A36A.4	-	-	1	2	-	-	2	-
9P1A36A.5	-	2	-	-	-	-	1	3

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
(An Autonomous Institution)

Title of the Course     SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT  
Category                PEC  
Course Code            9P1A36B

Year                II MBA  
Semester          III Semester  
Branch            MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To analysis stock price behaviour in market which is affected by various factors by calculating various technical indicators.
- Encourage students 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.
- Introduce students to common stock, the stock market, stock options, and approaches to investing in the stock market and building stock portfolios.
- 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                    8

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:

- Recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management. (L1)

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 – MovingAverages and Relative Strength Index (RSI).

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

- Analyze portfolio performance. (L4)

Unit 3                    EVALUATION OF PORTFOLIO RISK                    15

Index Models: Risk premiums – Portfolio risk – Capital market line – Markowitz Portfolio selection – Single Index Model – Diversification vs Over Diversification – CAPM – APT Fundamental Analysis; Economy, Industry, Company analysis – Equity Valuation Models: Intrinsic Value, Market Value of Dividend Model, PE Multiple, Free cash flow – Technical Analysis; Tools of Technical analysis. – Estimation and Adjustment of Beta.

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

- Understand Diversification and Over Diversification. (L2)
- Identify the various Index models. (L1)

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:

- Identify what are the components of risks. (L1)
- 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 – GDR, ADR, IDR.

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

- Identify the Portfolio models. (L1)

## Prescribed Textbooks:

1. Investment Analysis and Portfolio Management, Chandra McGraw Hill 2009.
2. Security Analysis and Portfolio Management, SudhindraBhat, 2008 Excel.
3. Investment Management, V.K. Balla, S.K. Tuteja, Sultan & Chand Company Ltd, 2009.  
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, Ranganatham & Madhumathi, Pearson Education, 2004.

## Course Outcomes:

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

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Understand the various alternatives available for investment.   | L2 |
| 2. Find the relationship between risk and return.  | L1 |
| 3. Gain knowledge of the various strategies followed by investment practitioners; execute better investment decisions by analyzing Economic, Industry and Company factors. | L1 |
| 4. Determine the effective price of market security by calculating the value of share or bond using appropriate models   | L2 |
| 5. Identify the common practices in portfolio management.  | L1 |

## CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A36B.1	3	2	-	-	-	-	2	-
9P1A36B.2	-	2	-	3	-	-	-	2
9P1A36B.3	-	2	-	-	-	-	-	-
9P1A36B.4	-	2	-	3	-	-	-	-
9P1A36B.5	-	2	-	-	-	-	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	GREEN MARKETING MANAGEMENT
Category	PEC
Course Code	9P1A36C

Year	II MBA
Semester	III Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To understand the importance of green marketing in the overall marketing function.
- To know green marketing strategies and green consumers to build successful green marketing plans.
- To understand the elements of green marketing mix.
- To understand sustainability standards, certificates and reports for measuring green marketing programs.

Unit 1	INTRODUCTION TO GREEN MARKETING	11
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Evolution of Green Marketing – Definitions of Green Marketing and Green Marketing Management – Ecological Marketing vs Sustainable Marketing vs Green Marketing – Benefits of Green Marketing – Green Companies and their Characteristics – Parties to Green Marketing – Challenges in Green Marketing – Green Washing.

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

- Explain what is green marketing, and its evolution and benefits (L1)
- Illustrate the characteristics that identify a green company (L2)
- Determine challenges to green marketing which includes green washing (L3)

## Unit 2 STRATEGIES AND CUSTOMERS 14

Integrating Green in Organisational Mission, Objectives and Tactics – Green Marketing Strategies – Green Marketing Grid – Structure of a Green Marketing Plan – Green Consumer Market Segments – Target Marketing – Green Consumer Concept: Psychology and Purchase Behaviour – Sustainable Marketing Actions Influencing Consumer Decision Making Process

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

- Device effective green marketing strategies (L4)
- Explain the concept of green consumer and identify market segments of green consumers for successful green marketing plans(L3)
- Describe marketing actions that influence consumer decision making process (L2)

Unit 3	GREEN MARKETING MIX - I	12
--------	-------------------------	----

Green Products – Green Packaging – Green Labelling – Greening the Product Line: Benefits, Approaches and Ideas – Green Product Development Process – Green Price – Pricing Strategies – Balancing Premium Pricing with Consumer Demand

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

- Recognize the marketing mix elements of green marketing in terms of product, packaging, labeling and pricing. (L1)
- Determine decisions involved in green product development process, product lines and pricing. (L3)

Unit 4	GREEN MARKETING MIX - II	12
--------	--------------------------	----

Green Distribution – Supply Cycles: Definition and Benefits – Sustainable Logistics – Distribution through Retailers and Direct Channels – Green Promotion – Green Branding – Factors Underlying Promotion of Green Products

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

- Recognize the marketing mix elements of green marketing in terms of distribution and promotion. (L1)
- Understand green distribution, promotion of green products. (L2)



Green Business Standards: Meaning, Benefits and their Sources – Sustainability Certifications – Sustainability Reports: Purpose, Benefits, Primary Disclosures and Overview – Reporting Economic Value, Environmental Value and Social Value.

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

- Understand the standards and certifications involved in green business. (L2)
- Recognize the role of sustainability reporting and its different guiding facets. (L3)

Prescribed Textbooks:

1. Green Marketing Management, Robert Dahlstrom, South-Western Cengage Learning, 2011.
2. Green Business Practices for Dummies, Lisa Swallow, Wiley Publishing, 2009.

Reference Books:

1. Green Marketing – A Case of the Sub-Industry in Turkey, Ayca Can Kirgiz, Palgrave Macmillan, 2016
2. The Green Marketing Manifesto, John Grant, John Wiley & Sons, Ltd, 2007

Course Outcomes:

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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Appreciate green marketing concept as an important sustainable development issue under the larger marketing function.                | L2 |
| 2. Ability to successfully devise green marketing strategies suitable to right segments.  | L4 |
| 3. Develop effective green marketing programs for building brand equity.  | L5 |
| 4. Understand & appreciate sustainability standards and certifications and develop sustainability reports for green marketing programs. | L2 |
| 5. Understand the standards and certifications involved in green business.  | L2 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A36C.1	3	-	-	-	-	-	-	-
9P1A36C.2	-	3	-	-	-	-	1	-
9P1A36C.3	-	3	-	-	-	-	1	-
9P1A36C.4	3	-	-	-	-	-	-	-
9P1A36C.5	3	-	-	-	-	-	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	CUSTOMER RELATIONSHIP MANAGEMENT
Category	PEC
Course Code	9P1A36D

Year	IIMBA.
Semester	III Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To understand the evolution and economics of CRM.
- To generate ideas related for better customer service.
- To create awareness regarding the technological tools of CRM.
- To focus on quality management in building better relationship with customers.

Unit 1	CONCEPTUAL FOUNDATIONS OF CRM	10
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Evolution of CRM – Building Customer Relationship – Economics of CRM – The Relationship Selling Concept.

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

- Understand the basic concepts of Customer relationship management. (L2)

Unit 2 CRM IN CONSUMER MARKETS 10

Customer Service and Contact Centers for CRM – Customer Satisfaction and Loyalty.

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

- Identify tools and techniques to be used in the performance of the managerial job. (L1)
- Understand the importance of organization structure in management. (L2)

Unit 3	TECHNOLOGICAL TOOLS FOR CRM	10
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Components of CRM Solutions – Product Offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People soft – e CRM.

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

- To better appreciate tools and techniques to be used in CRM. (L3)
- Remember the various product offering in CRM Market space. (L1)

Unit 4	TECHNOLOGICAL AND OPERATIONAL ISSUES IN IMPLEMENTING CRM	12
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Benefits and Barriers to CRM – CRM Road Blocks: Privacy and Ethics – Future of CRM.

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

- To figure out barriers to Customer Relationship Management. (L1)
- To acquire knowledge about Theories of Leadership and Stages of Group Development. (L1)

Unit 5	CUSTOMER RELATIONSHIP QUALITY MANAGEMENT	12
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## Designing Effective Relationship Management System.

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

- To become familiar with the concept of controlling and its process. (L1)
- Understand reasons for Resistance to Change in the organization. (L2)

Prescribed Textbooks:

1. Customer Relationship Management, Jagadish Seth, TMH, 2008
2. Customer Relationship Management, Chaturvedi Mukesh, Excel, 2008.
3. Customer Relationship Management, Roger J. Baran: Cengage, 2009.
4. Customer Relationship Management Essentials John W Gosney and Thomas P Boehm, PHI, 2008

Reference Books:

1. Customer Relationship Management A Strategic Perspective, G. Shainesh&Jagadish N Sheth, McMillan.
2. Customer Relationship Management, Das Subhasish, Excel, 2008.
3. Customer Relationship Management, Peelan, Pearson, 2008.

Course Outcomes:

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

Blooms Level of Learning

1. Students can have clear insight in the area of customer relationship management.
2. Can understand the conceptual framework of CRM.
3. Can acquire the critical skills that are necessary for building and managing partnering relationship with customers
4. Able to overcome the problems in building better relationship with customers.
5. Conceptual foundations of relationship marketing and develop better quality services for the customers.

L1

L2

L4

L3

L1

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A12.1	-	-	1	-	-	-	-	-
9P1A12.2	-	2	-	-	-	-	-	-
9P1A12.3	-	-	-	-	2	-	1	-
9P1A12.4	1	-	-	2	-	-	-	-
9P1A12.5	-	1	-	3	-	-	-	2



- Recognize the pay decisions impact on organizations success. (L2)
- Analyze, integrate and apply the knowledge to solve compensation related problems. (L3)
- Design rational and contemporary compensation systems in modern organizations. (L3)

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. Srivatsava, Excel, 2008
3. 360 Degree Feedback and Assessment and Development Centres, T.V. Rao, Excel, 2008.

Course Outcomes:

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

1. Understand the basic concepts of performance management.
2. Monitor the employees' performance and conduct performance review meetings.
3. Develop coaching and counseling skills to improve employee performance.
4. Select best suitable method of performance appraisal to measure the employee performance in an organization.
5. Understand and apply the compensation and reward strategies to motivate employees

Blooms Level of Learning

L1

L2

L3

L2

L3

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A37A.1	2	-	-	-	-	-	2	-
9P1A37A.2	3	-	-	2	-	-	-	1
9P1A37A.3	-	-	2	2	1	-	1	-
9P1A37A.4	3	2	-	-	2	-	-	-
9P1A37A.5	2	3	-	2	2	-	-	1



#### Unit 4 ASSESSMENT AND RETURNS OF GST 10

Input Tax Credit: Eligibility, Apportionment, Inputs on Capital Goods, Distribution of Credit By Input Service Distributor (ISD) – Transfer of Input Tax Credit - Simple Problems on Utilization of Input Tax Credit – Furnishing Details of Outward Supplies and Inward Supplies – First Return – Claim of Input Tax Credit – Payment of Taxes – Refund - Doctrine of Unjust Enrichment – TDS, TCS – Reversal and Reclaim of Input Tax Credit – Annual Return and Final Return – Problems on Assessment of Tax and Tax Liability (Theory and Problems)

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

- Understand composition scheme under GST, Exemptions under GST, concept of supply of goods, nature of supply. (L2)
- Apply taxability, exemptions and input tax credit under GST. (L3)

#### Unit 5 CUSTOMS LAW 10

Customs Act, 1962; Rules, Regulations Circulars and Notifications – Customs Tariff Acts; Related Rules – Principles Governing Levy of Customs Duty, Rates and Valuation of Customs Duty – Exemptions, Remissions, Demand, Recovery and Refunds in Customs – Export Schemes – Duty Drawbacks – Types of Valuation for Customs Duty; Tariff Value, Transaction Value – Methods of Valuation – Special Provisions Regarding Baggage, Goods Imported or Exported by Post, and Stores – Duty Drawback Schemes – Impact of GST on Customs Duty – Illustrative Problems on Customs Duty in Respect of GST

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

- To know about Basic Concepts and Charge of Duty. (L1)
- Apply customs law, valuation and baggage rules. (L3)

Prescribed Textbooks:

1. GST ready Reckoner: V S Datey.
2. Deloitte: GST Era Beckons, Wolters Kluwer.
3. Goods and Services Tax, Wolters Kluwer, Madhukar N Hiregange.
4. Goods & Services Tax – CA. Rajat Mohan,

Reference Books:

1. Goods & Services Tax: Dr. SanjivAgrawal& CA. SanjeevMalhotra.
2. GST - Law & Practice: Dr. B.G. Bhaskara, Manjunath. N & Naveen Kumar IM,
3. Indirect Tax Laws, Taxman Allied Services, B.K. Ghargava.
4. Indirect Tax Law and Practice. V.S. Datey, U.K. Bhargava.

Course Outcomes:

Blooms Level of Learning

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

- |   |    |
|---|----|
| 1. To understand the basic concepts related to GST  | L2 |
| 2. Understand the impact of new regulation on distribution practices and kind of changes needed to be done. | L2 |
| 3. To update the procedural part of GST.  | L2 |
| 4. Getting familiar with technology and the flow of return filing and assessment under GST.                 | L2 |
| 5. Describe the customs law and provisions.   | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A37B.1	-	2	3	-	-	-	-	-
9P1A37B .2	-	-	-	3	2	-	-	-
9P1A37B.3	-	-	2	3	-	-	-	-
9P1A37B.4	-	-	-	3	-	-	-	-
9P1A37B.5	-	3	-	-	-	-	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
(An Autonomous Institution)

Title of the Course     BRAND MANAGEMENT  
Category                PEC  
Course Code            9P1A37C

Year                II MBA  
Semester          III Semester  
Branch            MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

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 10

Basic Understanding of Brands – Definitions – Product vs Brand – History of Brands - Significance of Brands – Brand Manager: Roles, Responsibilities and Interfaces - Different Types of Brands – Branding Challenges and Opportunities

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

- To understand what marketing means to business executives and academics. (L2)
- To understand the ways that retailers use marketing tools and techniques to interact with their customers. (L2)

Unit 2                    BRAND STRATEGIES 10

Strategic Brand Management process – Customer-based Brand Equity – Sources of Brand Equity – Identifying and Establishing Brand Positioning – Positioning Guidelines – Defining a Brand Mantra – Building a Strong Brand - Establishing Brand Values

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

- Apply the key issues in managing a brand portfolio and making strategic brand decisions. (L3)
- To know brand development decisions. (L1)

Unit 3                    BRAND COMMUNICATIONS 13

Brand Elements: Criteria for Choosing Brand Elements, Options and Tactics for Brand Elements – Communication Options for Brand Building – Leveraging Secondary Brand Associations: Country of Origin, Cobranding, Ingredient Branding, Celebrity Endorsements and Events

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

- Analyze contemporary brand related problems and develop appropriate strategies and initiatives. (L4)

Unit 4                    BRAND EQUITY MEASUREMENT 12

Brand Audits – Designing Brand Tracking Studies – Brand Equity Management System – Financial Brand Equity – Brand Valuation Methods

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

- Determine the various components of branding strategy and identify options available to marketing executives. (L2)
- Identify traditional branding theories. (L1)

Unit 5                    MANAGING BRANDS 10

Brand Hierarchies – Brand Architecture: Definition and Types – Brand Extensions: Meaning, Types, Advantages, Disadvantages and Keys to Successful Extensions – 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:

- Understand the importance of branding and their value creation for their organizations. (L2)
- Demonstrate how to design and build a brand-driven organization. (L3)

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 LanBatey, Asain 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, Brandex, Biztranza, India, 2005.
5. MahimSagar, 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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Understand brand manager roles and responsibility concepts & theories and their applicability. | L2 |
| 2. Ability to understand brand strategies.  | L2 |
| 3. Understand the brand communications and their impact.  | L2 |
| 4. Apply effective marketing programs for building brand equity.                                  | L3 |
| 5. To know brand architecture and global branding initiation.                                     | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A37C.1	-	2	-	2	-	-	-	-
9P1A37C.2	-	-	-	3	2	-	-	-
9P1A37C.3	-	-	-	2	-	-	2	-
9P1A37C.4	2	-	-	-	-	2	-	-
9P1A37C.5	-	-	2	-	-	-	2	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	DATA WAREHOUSING AND MINING
Category	PEC
Course Code	9P1A37D

Year	II MBA.
Semester	III Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- Learn the types of the data to be mined and apply pre-processing methods on raw data.
- To design data warehouses and techniques for mining frequent patterns, associations and correlations.
- To understand different classification algorithms and estimate the accuracy of algorithms
- To include knowledge on different clustering algorithms.
- To identify various types of complex data and its applications.

Unit 1	MANAGING DATA	10
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Individual Data Management – Organizational Data Warehousing and Data Management – Components of Organizational Memory – Evaluation of Database Technology.

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

- Get knowledge of: - Data preprocessing and data quality. (L1)

Unit 2 DATA WAREHOUSING INTRODUCTION 12

What is a Data Warehouse? – Who uses Data Warehouse? – Need for Data Warehouse – Applications of Data Warehouse: Concepts, Context of Data Warehouse, Data Base and Data Base Structures – Organizing Relational Data Warehouse – Multi-Dimensional Data structures.

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

- Understand data warehouses and data base structures. (L2)

Unit 3	META DATA	12
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Human Meta Data – Computer-based Meta Data for People to use – Computer-based Meta Data for the Computer to use.

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

- To better appreciate tools and techniques to be used in Meta Data. (L3)

Unit 4 ANALYZING THE CONTEXTS OF THE DATA WAREHOUSE 12

## Active Analysis – User Queries – OLAP – Constructing a Data Warehouse System: Stages of the Project, Developing a Project Plan, Data Warehousing Design Approaches

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

- Ability to apply acquired knowledge for understanding data analysis. (L3)
- Select suitable methods for data analysis. (L1)

Unit 5 GETTING DATA INTO THE DATA WAREHOUSE 12

Extraction, Transformation, Cleaning, Loading and Summarization – Data Mining – Creating a Decision Tree – Correlation and Other Statistical Analysis – Neural Networks – Nearest Neighbours Approaches – Putting the Results to Use.

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

- Able to understand extraction, transformation, cleaning, loading and summarization. (L2)

Prescribed Textbooks:

1. Decision Support Systems and Data Warehouse Systems, Efram G. Mallach: TMH, 2009.

2. Customer Relationship Management, Chaturvedi Mukesh, Excel, 2008.
3. Modern Data Warehousing, Mining and Visualization Core Concepts, Marakas, Pearson, 2008.
4. Data Management, Data Bases and Organizations, Richard T Watson: 5/e, Wiley.

Reference Books:

1. Data Warehousing, Data Mining OLAP, Berson Smith, TMH, 2008.
2. Data Mining Techniques and Tasks, THMS Ivanandam, TMH, 2008..

Course Outcomes:

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

1. Understand and apply data processing techniques.
2. Familiarized with data warehouses and techniques for mining frequent patterns, associations and correlations.
3. Solve different classification patterns and estimate the accuracy of classifications.
4. Understand and analyze different clustering techniques
5. Identify various types of complex data such as spatial, text and multimedia.

Blooms Level of Learning

L2

L1

L3

L2

L1

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A37D.1	1	-	-	-	-	-	-	-
9P1A37D.2	-	2	2	-	-	-	-	-
9P1A37D.3	-	3	-	-	1	-	-	-
9P1A37D.4	-	-	-	2	-	-	-	-
9P1A37D.5	-	-	1	-	-	2	-	2

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
(An Autonomous Institution)

Title of the Course SEMINAR  
Category SEMINAR  
Course Code 9P1A38

Year II MBA  
Semester III Semester  
Branch MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	4	2

Course Objectives:

- Aim of this seminar is to understand how entrepreneurs are becoming successful.
- This is to inspire students to become job providers rather than job seekers.

SUCCESS STORIES OF ENTREPRENEURS

Reference Books:

1. Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012.
2. A G Krishnamurthy, Dhirubhaism, TMH, 2011

Journals:

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

Course Outcomes:

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

1. Identify the companies which are succeed.
2. Understand product mix concepts and estimate demand for the product
3. Discuss the problems of procurement of raw materials.
4. Identify the marketing, HR and finance problems of the entrepreneur.
5. Analyse alternatives available to the entrepreneur.

Blooms Level of Learning

L1  
L2  
L2  
L1  
L4

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A38.1	-		2	-	-	-	-	
9P1A38.2	-	2	-	-	-	-	-	2
9P1A38.3	-	-	-	-	-	-	-	2
9P1A38.4	2	-	-	-	-	-	-	-
9P1A38.5	-	-	-	2	1	2	-	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
(An Autonomous Institution)

Title of the Course     STRATEGIC MANAGEMENT  
Category                 PCC  
Course Code             9P1A41

Year                     II MBA  
Semester               IV Semester  
Branch                  MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

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 know the tools of analysis involved in strategic choice.
- To understand various strategic alternatives available for the manager in formulating strategic at different levels.
- To understand the important factors in consideration for strategic implementation 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:

- Define strategy and Competitive Advantage. (L1)
- 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:

- Remember strategy implementation. (L1)
- 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, Cengege.
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, SukulLomash and PK Mishra, Vikas.

### Course Outcomes:

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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Understanding the process of strategic management and development of strategic vision and mission.                 | L2 |
| 2. Identify tools for scanning the environment for trends in formulating strategies.                                  | L2 |
| 3. Use tools available in identifying strategic choices and strategic decisions.                                      | L3 |
| 4. Understand various strategic alternatives available for the manager in formulating strategies at different levels. | L2 |
| 5. Memorize important factors affecting strategy, implement and control the strategic process.                        | L1 |

### CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A41.1	-	2	-	2	2	-	3	-
9P1A41.2	-	-	-	2	-	-	3	2
9P1A41.3	-	-	-	-	-	3	2	-
9P1A41.4	1	-	-	-	-	-	2	-
9P1A41.5	-	-	-	2	-	1	-	2

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course	BUSINESS ANALYTICS
Category	PCC
Course Code	9P1A42

Year	II MBA
Semester	IV Semester
Branch	MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To provide a basic understanding of Business Analytics (BA).
- Learn analytics categorization of methods and models.
- Gain knowledge of applicable areas of BA in organizational context
- To learn to apply managerial understanding of building BA capability in the organization.

## 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 concept of BA and its evolution (L1)
- Comprehend the data and models involved in BA (L3)

## 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:

- Understand and perform descriptive analytics through the use of concerned technologies. (L4)
- Understand and perform predictive analytics of regression analysis, forecasting and simulations through the use of concerned technologies. (L4)

## 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:

- Demonstrate understanding of data visualization and data dashboards (L2)
- Explain the concept of data mining and its components (L2)
- Understand and perform prescriptive analytics of optimization through the use of concerned technologies (L4)

## 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:

- Identify and understand the functional application of BA in organizations. (L2)
- Describe the technological framework of business intelligence and its history. (L3)

## Unit 5 BUILDING BA CAPABILITY IN ORGANISATIONS 14

Business Roles – Analytics Ecosystem – Placing Analytics Capabilities in the Organisation – 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:

- Identify the role of analytics in the organizational structure and its placement. (L4)
- Explain the relationship between strategy and BA (L3)

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, AnandSrinivasan - Business Analytics; A Practitioner's Guide - Springer, 2013.
2. BhimasankaramPochiraju, Sridhar Seshadri – Essentials of Business Analytics; An Introduction to the Methodology and its Applications – Springer, 2019.
3. Gert H.N. Laursen, JesperThorlund – Business Analytics for Managers; Taking Business Intelligence beyond Reporting – John Wiley & Sons, Inc., 2010.
4. David RoiHardoon and GalitShmueli – 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. Reflect upon the basics of BA.  | L2 |
| 2. Identify various analytics in business operations.  | L1 |
| 3. Gain knowledge of applicable areas of BA in organisational functions.                       | L2 |
| 4. Apply managerial knowledge in building BA capability in the organisation.                   | L3 |
| 5. To become familiar with the processes needed to develop, report, and analyze business data. | L4 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A42.1	-	3	-	-	-	-	1	-
9P1A42.2	-	3	-	-	-	-	-	-
9P1A42.3	3	-	-	-	-	-	-	-
9P1A42.4	3	-	-	-	-	-	-	-
9P1A42.5	-	-	2	-	-	-	-	-



ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course      INTERNATIONAL HUMAN RESOURCE MANAGEMENT  
Category                    PEC  
Course Code                9P1A43A

Year                        II MBA  
Semester                  IV Semester  
Branch                    MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- The main objective of this course is to develop a diagnostic and conceptual understanding of HR management in a broader, comparative and international perspective to deal with the complex issues in international assignments.

Unit 1                      HUMAN AND CULTURAL VARIABLES IN GLOBAL ORGANIZATIONS                      12

Cross Cultural Differences – Cross-Cultural Research Methodologies – Hofstede's Herms Study – Managerial Implications.

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

- Understand the concept of International HR Management, challenges, issues and barriers (L2)
- know the significance of cross-cultural differences, workforce diversity and management (L1)
- Learn Hofstede Herms cultural dimensions and country classifications (L2)

Unit 2                      INTERNATIONAL STAFFING                      12

Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment – Training Expatriation – Repatriation.

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

- Understand the concept of HR Planning and implement in organization. (L2)
- Identify Manpower requirements, recruit and select suitable candidates. (L1)
- Apply the knowledge in training expatriates and able to manage repatriates (L3)

Unit 3                      COMPENSATION PRACTICES                      10

Designing Compensation Programme – Approaches to International Compensation – Differentiating PCN's and TCN's.

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

- Describe the compensation program in international context (L2)
- Understand various approaches to international compensation (L2)

Unit 4                      TRAINING AND DEVELOPMENT                      13

Need – Cross-Cultural Training, Learning – Performance Management and HR Process – Competency Appraisal – Cultural Issues.

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

- Recognize the need for providing cross cultural training to expatriate employees (L3)
- Use appropriate performance appraisal methods and able to prepare performance criteria (L3)

Unit 5                      INTERNATIONAL INDUSTRIAL RELATIONS                      10

Trade Unions – Collective Negotiations – Disputes/Conflicts – Quality Circles and Participative Management.

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

- Deal with trade unions effectively and can have successful collective negotiations (L2)
- Utilize the best talents to improve quality in all aspects (L3)
- Encourage employees to participate in decision making and problem-solving activities to achieve organizational objectives. (L3)

Prescribed Textbooks:

1. International Human Resource Management, Aswathappa, TMH, 2009.
2. International Human Resource Management, Subba Rao P, Himalaya, 2008
3. International Dimensions of Organizational behaviour, Adler N.J., Kent
4. International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage, 2009.

Reference Books:

1. International Human Resource Management, Tony Edwards & Chris Rees, Pearson, 2008
2. International Human Resource Management, Rao P.L, Excel. 2008

Course Outcomes:

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

1. Understand the cross-cultural differences between countries.
2. Understand HR planning, recruitment, selection, training for expatriate etc., functions effectively.
3. Analyse compensation for international employees.
4. Understand the performance management processes.
5. Apply the knowledge towards resolving conflicts between employees and encourage employees to improve and maintain quality.

Blooms Level of Learning

L2  
L2  
L4  
L2  
L3

CO-PO Mapping:

:CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A43A .1	-	1	-	-	-	-	3	2
9P1A43A. 2	2	-	-	-	2	-	1	-
9P1A43A. 3	-	3	-	3	-	-	1	-
9P1A43A. 4	-	-	-	2	-	-	-	-
9P1A43A. 5	-	-	1	-	2	-	-	3



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

- Understand of the fundamental principles and ways of Multinational Companies(MNCs). (L2)
- Compare and contrast various exchange rate theories and predict exchange rates using alternative methods. (L3)

Prescribed Textbooks:

1. International Financial Management, S. EunChoel and Risnick Bruce: TMH, 2009.
2. International Financial Management, MachiRaju, HPH, 2008.
3. International Financial Management, Jeff Madura, Cengage, 1st Edition, 2009.
4. International Financial Management, V.A. Avadhani, Himalaya, 2008.,

Reference Books:

1. International Financial Management, Sharan, 5th Edition, PHI, 2009.
2. International Financial Management, MadhuVij, Excel, 2009.
3. International Financial Management, T. Siddaiah, Pearson, 2009.
4. International Financial Management, Srivastava R.M: Excel, 2009..

Blooms Level of Learning

Course Outcomes:

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

- |  |    |
|--|----|
| 1. Acquaint the knowledge of international monetary.   | L3 |
| 2. Determine and forecast the exchange rates   | L3 |
| 3. Evaluate foreign exchange exposure and risk   | L4 |
| 4. Conceptualize analytical framework of international financial institution and working capital management. | L2 |
| 5. Evaluate cross border investment decisions  | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A43B.1	-	2	-	-	-	-	2	-
9P1A43B.2	-	2	-	3	-	-	-	-
9P1A43B.3	-	-	-	-	-	-	-	-
9P1A43B.4	3	2	-	3	-	-	-	-
9P1A43B.5	3	-	-	-	-	-	2	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course     DIGITAL MARKETING  
Category                PEC  
Course Code            9P1A43C

Year                II MBA  
Semester        IV Semester  
Branch            MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- To understand the role of digital marketing in the overall marketing strategy.
- To formulate effective digital marketing strategies through SEO, PPC and display advertising.
- To understand and devise email and mobile marketing strategies for marketing success.
- To illustrate the role of social media and its platforms in marketing function.
- To understand the KPIs and metrics used to evaluate and measure digital marketing effectiveness.

Unit 1                    INTRODUCTION TO DIGITAL MARKETING                    10

Introduction to Internet; History and its Working – Digital Marketing and Digital Marketing Strategy; Definitions and History – Internet in the Traditional Marketing Mix – Crafting a Digital Marketing Strategy – Steps in Building Effective Website.

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

- Describe internet and digital marketing (L1)
- Understand the link between internet and marketing strategy (L3)
- Design effective websites (L3)

Unit 2                    SEO, PPC AND DISPLAY                    14

SEO; Introduction, Search Engine Result Page Positioning, Search Behaviour, On-Page Optimisation and Off-Page Optimisation.

PPC; Introduction, History, How PPC Works, Types of Adverts, Targeting Adverts, Behavioural and Demographic Targeting, Pros and Cons.

Display Advertising; History, Types and Formats, Types of Display Campaigns, Planning and Targeting Display Campaigns, Campaign measurement.

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

- Understand and perform on-page and off page search engine optimization techniques. (L2)
- Understand and use PPC for effective marketing plan deployment. (L2)
- Understand and use display advertising for effective marketing plan deployment. (L4)

Unit 3                    EMAIL AND MOBILE MARKETING                    12

Email Marketing; History, Email List Capture, Email Content, Email Marketing Performance Metrics, Avoiding Spam Filters, Do's and Don'ts of Email Marketing.

Mobile Marketing; Mobile Web Design, Mobile Ad Formats, Mobile Advertising Key Tips, Proximity Marketing, SMS Marketing.

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

- Understand and demonstrate email as a marketing tool for effective customer relationships (L2)
- Demonstrate mobile as a marketing tool for effective customer acquisition and long-term relationships (L2)

Unit 4                    SOCIAL MEDIA MARKETING                    14

Introduction – History – Traditional Media vs social media – Social Media Plan – Facebook Advertising – Twitter Advertising – YouTube Advertising – LinkedIn Advertising

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

- Identify the role of social media in contrast to traditional media (L1)
- Understand the different social media platforms used for marketing. (L2)

## Unit 5 ANALYTICS AND REPORTING

10

What are Analytics – Tools and Technology of Analytics – Attribution Modelling – Presentation

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

- Express the use of analytics for marketing effectiveness and the related tools and techniques. (L2)
- Explain the role of attribution modelling and reporting for evaluating digital marketing plans. (L2)

Prescribed Textbooks:

1. Damian Ryan, Understanding Digital Marketing; Marketing Strategies for Engaging the Digital Generation, 3rd Edition, Kogan Page
2. Dave Chaffey and PR Smith, eMarketingXcellence; Planning and Optimising Your Digital Marketing, 3rd Edition, Butterworth-Heinemann, Elsevier
3. Ian Dodson, The Art of Digital Marketing; The Definitive Guide to Creating Strategic, Targeted and Measurable Online Campaigns, John Wiley and Sons

Reference Books:

1. Larson and Draper, Internet Marketing Essentials; A Comprehensive Digital Marketing Textbook, Stukent Inc.
2. Rob Stokes, eMarketing; The Essential Guide to Digital Marketing, 4th Edition, Saylor Foundation
3. Simon Kingsnorth, Digital Marketing Strategy; An Integrated Approach to Online Marketing, Kogan Page.
4. Will Rowan Digital Marketing; Using New Technologies to Get Closer to Your Customers, Kogan Page.

Course Outcomes:

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

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Understand the role of digital marketing in the overall marketing strategy.                   | L2 |
| 2. Formulate effective digital marketing strategies through SEO, PPC and display advertising.    | L4 |
| 3. Understand and devise email and mobile marketing strategies for marketing success.            | L3 |
| 4. Illustrate the role of social media and its platforms in marketing function.                  | L3 |
| 5. Understand the KPIs and metrics used to evaluate and measure digital marketing effectiveness. | L2 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A43C.1	3	-	-	-	-	-	-	-
9P1A43C.2	3	-	-	-	-	-	1	-
9P1A43C.3	3	-	-	-	-	-	-	-
9P1A43C.4	3	-	-	-	-	-	-	-
9P1A43C.5	3	-	-	-	-	-	-	-



- Get an awareness and understand how to maintain a good relationship with different outsourcing agencies(L2)

Prescribed Textbooks:

1. Lynda M. Applegate, Robert D. Austin and F. Warren McFarlan, Corporate Information Strategy and Management, TMH.
2. C.S.G. Krishnamacharyulu and Lalitha R., Management of Technology, Himalaya
3. V.K. Narayan, Managing Technology and Innovation for Competitive Advantage, Pearson, 2009.
4. C.K. Prahalad, The New Age of Innovation, TMH, 2009

Reference Books:

1. Sanjiva Shankar Dubey, IT strategy and Management, PHI, 2009.
2. ParagKulkarni IT Strategy for Business, Oxford, 2009.

Course Outcomes:

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

Blooms Level of Learning

- |   |    |
|---|----|
| 1. Understand and apply IT planning and strategy tools.     | L2 |
| 2. Understand business networks and models.                 | L2 |
| 3. Solve different networking and infrastructure service.   | L4 |
| 4. Understand facilities manpower control and security.     | L2 |
| 5. Preparing various outsourcing methods and opportunities. | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A43D.1	-	3	-	-	-	-	3	-
9P1A43D.2	-	-	-	2	-	3	3	-
9P1A43D.3	3	-	-	-	-	-	-	3
9P1A43D.4	-	-	-	-	3	-	-	3
9P1A43D.5	-	-	-	-	-	3	-	3





3. Organisation Development, Daniel Robey& Steven Actman, Macmillan.
4. Organisation Development Interventions &Strategies, S. Ramnarayan, T.V. Rao &Kuldeep Singh, Response. 2009.

Reference Books:

1. B. V. Ramana, Higher Engineering Mathematics, McGraw Hill Education.
2. George B. Thomas, Maurice D. Weir and Joel Hass, Thomas Calculus, 13/e, Pearson Publishers, 2013.
3. R.L. GargNishu Gupta, Engineering Mathematics Volumes-I &II, Pearson Education
4. H. K. Das, Er. RajnishVerma, Higher Engineering Mathematics, S. Chand.

Course Outcomes:

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

Blooms Level of Learning

- |  |    |
|--|----|
| 1. Remember the historical aspects of organisational development.                  | L1 |
| 2. Estimate the system and its transformational issues                             | L2 |
| 3. Determine the key concepts that help in organisation growth and sustainability. | L3 |
| 4. Act on the interventions that work for company.                                 | L3 |
| 5. Find ways for in determining life and career choices.                           | L1 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A44A .1	1	-	2	-	-	-	-	-
9P1A44A. 2	-	-	2	-	-	-	-	3
9P1A44A.3	-	2	-	-	-	3	-	-
9P1A44A.4	-	-	2	-	-	3	-	-
9P1A44A.5	-	-	-	-	-	2	-	3



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

- Identify valuation and pricing methods of swap. (L1)
- Understand swap market. (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. Dufresne, 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. Understanding of financial engineering and risk management approaches and techniques used by modern organizations.   | L2 |
| 2. Apply knowledge of derivatives in solving problems involving financial risks including foreign exchange risk, interest rate risk, credit risk and portfolio risks. | L3 |
| 3. Make informed judgments on the use of derivative instruments.  | L4 |
| 4. Identify and assess the impact of seminal developments in the literature on derivatives.   | L1 |
| 5. Apply the ethical implications of financial risk management policies and practices to an intended audience.  | L3 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A44B.1	3	2	-	-	-	-	-	-
9P1A44B. 2	3	2	-	-	-	-	-	-
9P1A44B. 3	3	-	-	-	-	-	-	-
9P1A44B. 4	3	2	-	-	-	-	-	-
9P1A44B. 5	3	-	-	-	-	-	2	-



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. To understand the role of IMC in the marketing function.                                    | L2 |
| 2. To establish objectives for IMC campaigns and allocate promotional budgets.                 | L1 |
| 3. To Design creative and media strategies for an IMC campaign.                                | L3 |
| 4. To develop IMC programs using other promotional mix elements.                               | L3 |
| 5. Apply the key terms, definitions, and concepts used in integrated marketing communications. | L2 |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A44C.1	2	-	-	2	-	-	-	-
9P1A44C.2	-	-	2	-	-	-	2	-
9P1A44C.3	2	-	-	3	-	-	-	-
9P1A44C. 4	-	2	-	-	3	-	2	-
9P1A44C.5	2	-	-	-	-	3	2	-

ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course     DATA COMMUNICATION AND NETWORK ANALYSIS  
Category                PEC  
Course Code            9P1A44D

Year                II MBA  
Semester          IV Semester  
Branch            MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
4	0	0	4

Course Objectives:

- Build an understanding of the fundamental concepts of computer networking.
- Familiarize the student with the basic taxonomy and terminology of the computer networking area.
- Introduce the student to advanced networking concepts, preparing the student for entry Advanced courses in computer networking.

Unit 1                    INTRODUCTION 12

General Structure of Networks – ISO, OSI Reference Model – Hierarchical Network – Connectivity Analysis – Delay Analysis – Local Access Network Design, Transmission and Multiplexing – Digital Transmission – Circuit Switching and Packet Switching – Terminal Handling – Error Correction and Error Correcting Codes.

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

- Understand basic knowledge of network design, transmission. (L2)
- Get an awareness of error correction and error correcting codes. (L2)

Unit 2                    DATA LINK LAYER 12

Data Link Layer Design Issues – Framing – Error Control and Flow Control – Error Detection and Correction – Elementary Data Link Protocols – Sliding Window Protocols

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

- Familiarity with the basic protocols of computer networks, and how they can be used to assist in network design and implementation. (L2)

Unit 3                    NETWORK LAYER 12

Network Layer Design Issues, - Routing Algorithms: Optimality Principle, Shortest Path Routing, Flooding, Distance Vector Routing, Link State Routing, Hierarchical Routing, Broadcasting Routing and Congestion Control Algorithms.

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

- To understand the services, functions and inter-relationship of different layers in network models. (L2)
- Analyze different routing procedures for free flow of information. (L4)

Unit 4                    TRANSPORTATION LAYER AND SESSION LAYER 11

Transport Service – Addressing and Connection Establishment – Flow Control and Buffering – Synchronization – Crash Recovery Gateway – Internet Work Fragmentation – Session Layer

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

- Understand how data sent from one host arrive to the target host. (L2)
- Able to manage the systems from crash the following recovery strategies. (L3)

Unit 5                    PRESENTATION LAYER 11

Network Security and Privacy – Data Encryption – Key Distribution Authentication and Digital Signatures – Virtual Terminal Protocols – File Transfer Protocols.

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

- Understand the privacy and network security system. (L2)

- Build an understanding of the distribution authentication and value of digital signature. (L)2

Prescribed Textbooks:

1. Data Communication and Computer Networks, Duck & Read, 2/e, Pearson, 2009.
2. Understanding Data Communications and Networks, William A. Shay, Vikas.
3. Data Communication and Net Working, BehrouzA. Forouzan, TMH, 2009

Reference Books:

1. Data Networks, Bertsekas&Gallages, PHI.
2. Computer Communications and Networking Technologies, Michael A. Gallo, Cengage, 2009.

Course Outcomes:

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

- |   |                                |
|---|--------------------------------|
| 1. Independently understand basic computer network technology                       | Blooms Level of Learning<br>L2 |
| 2. Understand and explain Data Communications System and its components.            | L2                             |
| 3. Identify the different types of network topologies and protocols.                | L1                             |
| 4. Able to manage the systems from crash the following recovery strategies          | L3                             |
| 5. Understanding of the distribution authentication and value of digital signature. | L2                             |

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A44D.1	-	-	-	-	3	3	-	-
9P1A44D.2	-	-	3	-	-	2	-	-
9P1A44D.3	-	-	-	3	-	-	-	-
9P1A44D.4	3	-	-	-	-	-	-	-
9P1A44D.5	-	2	-	-	-	-	-	-



ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES RAJAMPET  
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Title of the Course    COMPREHENSIVE PROJECT WORK  
Category                PROJECT  
Course Code            9P1A45

Year                    II MBA  
Semester               IV Semester  
Branch                  MBA

Lecture Hours	Tutorial Hours	Practice Hours	Credits
0	0	0	6

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:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
9P1A45	-	-	2	-	-	2	-	-

PROGRAM OUTCOMES:

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and Critical thinking abilities for data – based decision making.
3. Ability developsvalue-based Leadership ability.
4. Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment.
6. Ability to acquire skills in evaluating Business Opportunity and identifying sources of potential funding and develop as successful entrepreneurs.
7. Possess skills that are required to integrate concepts from various disciplines to identify and develop business strategies.
8. Ability to manage and coordinate people, business process and business resources.