



**KRISHNA UNIVERSITY, MACHILIPATNAM**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

**BOARD OF STUDIES MEETING FOR BBA HONOURS (GENERAL)**

**Academic Years: 2025-26 and 2026-27**

Minutes of the Meeting of BBA Honours (General) Board of Studies, dated 07-06-2025

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The meeting of the Board of Studies of BBA Honours (General) was convened on 7<sup>th</sup> June 2025 at 4.00 pm through virtual mode, under the Chairmanship of Dr.K.Sudhakara Rao Lecturer in Commerce, SRR & CVR Govt. Degree College (Autonomous), Vijayawada – 520004 for the Academic years 2025-26 and 2026-27. The composition of the Board of Studies is as follows:

<b>S.No.</b>	<b>Name of the Person</b>	<b>Designation in BoS</b>
1	Dr. K. Sudhakara Rao SRR & CVR Govt. degree College, Vijayawada Mobile: 9849828840, E-Mail: drksrao1@gmail.com	Chairman
2	Dr. Ch. Jayasankara Prasad Department of BBA General/BBA Analytics Krishna University, Machilipatnam	University Nominee
3	Sri K. V. Ramesh Chandra P.B. Siddhartha College of Arts & Science, Vijayawada Mobile: 8555938481, E-Mail: rchandra710@gmail.com	Member
4	Sri B. Ramakrishna SRR & CVR Govt. degree College, Vijayawada Mobile: 8897333939, E-Mail: bayanark1369@gmail.com	Member
5	Sri G. Sravan Kumar Andhra Loyola College, Vijayawada Mobile: 9642334330, E-Mail: shravandatt@gmail.com	Member
6	Sri. Ravi Teja Tallam, HR Manager, Trigyn Technologies Ltd., Vijayawada. Mobile: 7680822227 E-Mail: ravitejatallam@yahoo.com	Industry Expert
7	Krish Bhandari A III Year BBA, P.B. Siddhartha College of Arts & Science, Vijayawada Mobile: 9440771162, E-Mail: krish.bhandari3034@gmail.com	Student Member-1
8	A. Joshya Sree I Year BBA, P.B. Siddhartha College of Arts & Science, Vijayawada Mobile: 7207363986, E-Mail: joshyasreea@gmail.com	Student Member-2



**AGENDA POINTS:**

The Board of Studies meeting for BBA Honours (General) Programme was convened on 7<sup>th</sup> June 2025 at 4.00 pm through virtual mode, under the Chairmanship of Dr.K.Sudhakara Rao, Lecturer in Commerce with the following agenda points:

1. To prepare and recommend course structure for the Third Year (Semester – V & VI) and the Fourth Year (Semester – VII & VIII) BBA Honours (General) Programme under the single Major System offered by Krishna University for its affiliated colleges for the Academic years 2025-26 and 2026-27, duly complying with Outcome Based Education (OBE) and NEP-2020 Guidelines.
2. To prepare and recommend the Syllabus, Blueprint, Question Paper Pattern and Model Paper for the Third Year (Semester – V & VI) and the Fourth Year (Semester – VII & VIII) BBA Honours (General) Programme under CBCS pattern with Learning Outcomes-based Curriculum Framework (LOCF) for the academic years 2025-26 & 2026-27.
3. To consider and approve the Student Evaluation Policy and Procedure and split-up of Continuous Internal Assessment (CIA) & Sem End Examination (SEE).
4. To approve the list of question paper setters, examiners for theory and project works of the courses.
5. Any other related points with the permission of the Chair.



## **RESOLUTIONS:**

The Chairman, Board of studies welcomed the members and initiated the discussion on the Agenda Points. The members discussed in detail the various aspects presented before them and unanimously resolved the following:

1. It is resolved to recommend the course structure for the Third Year (Semester – V & VI) and the Fourth Year (Semester – VII & VIII) BBA Honours (General) Programme under the single Major System in Toto adopted the course structure which was given by the APSCHE without any changes.

<b>Semester</b>	<b>Course Number</b>	<b>Course Name</b>	<b>No. of Hrs/Week</b>	<b>No. of Credits</b>
<b>Semester-V</b>	12	a. Sales and Distribution (OR) b. Advertising Management	4	4
	13	a. Training and Development (OR) b. Labour Legislation	4	4
	14	a. Security Analysis and Portfolio (OR) b. Financial Markets	4	4
	15	a. Production and Operations Management (OR) b. Project Management	4	4
<b>Semester-VI</b>	<b>Internship</b>			12
<b>Semester-VII</b>	16	a. Services Marketing (OR) b. Brand Management	4	4
	17	a. Financial Derivatives (OR) b. Financial Services	4	4
	18	a. Performance Management (OR) b. Compensation Management	4	4
	<b>SEC</b>			
	19	SEC - Global Business Environment	4	4
	20	SEC - Logistics and Supply Chain Management	4	4
<b>Semester-VIII</b>	21	a. Global Marketing (OR) b. Industrial Marketing	4	4
	22	a. Investment Management (OR) b. International Financial Management	4	4
	23	a. Labour Welfare (OR) b. Industrial Safety	4	4
	<b>SEC</b>			
	24	SEC - Business Ethics	4	4
	25	SEC - Management Decision Models	4	4



2. It is resolved to recommend the Syllabus for the Third Year (Semester – V & VI) and the Fourth Year (Semester – VII & VIII) BBA Honours (General) Programme under the single Major System in Toto adopted which was given by the APSCHE, Mangalagiri. **(Annexure-I)**
3. It is resolved to recommend the UG common question paper pattern of Krishna University, Machilipatnam may be applicable to all Courses of BBA Honours (General) programme under single major system. **(Annexure-II).**
4. It is resolved to recommend the Student Evaluation Policy and Procedure and split-up of CIA & SEE. And the board accepted the following pattern of internal assessment of 30 Marks and the External assessment of 70 Marks.
5. It is resolved to implement UGC (Minimum Standards of Instruction for the Grant of Undergraduate Degree and Postgraduate Degree) Regulations, 2025, including multiple entry and exit options, from the new batch of UG students, who are going to be joined during the academic year 2025-2026 onwards.
6. It is resolved to approve the following panel of examiners and paper setters for BBA Honours (General) semester end examinations to be conducted for affiliated Colleges of Krishna University from 2025-26 onwards. The list of examiners and Paper setters are;
  1. P.Murali, Lecturer in Commerce, Govt. Degree College, Pamarru, Phone No.9951724403
  2. G.Karuna Sri, Lecturer in Commerce, Govt. Degree College, Movva, Phone No.9440181446
  3. Sk.Abdul Kalam, Lecturer in Commerce, Govt. Degree College (W), Bapatla, Phone No.9908030459
  4. M.Srinivasu, Lecturer in Commerce, Govt. Degree College (A), Tuni, Phone No.9492962264
  5. K.Nagasuryanarayana, Lecturer in Commerce, Govt. Degree College, Kovvur
  6. K. Subbarathnamma, Lecturer in Commerce, Govt. Degree College(W)(A), Guntur, Phone No.7330759769
  7. A.Maruthi Devi Chowdary, Lecturer in Commerce, Govt. Degree College, Tanuku, W.C District, Phone No.9247119900
  8. A. Venkata Hanumantha rao, Lecturer in Commerce, Govt. Degree College, Chebrolu
  9. K. Venu Gopal, Lecturer in Commerce, Govt. Degree College, Chebrolu, Phone No.9652785095
  10. B. Sudhakara Reddy, Lecturer in Commerce, Govt. Degree College (W), Guntur, Phone No.8500221375
  11. Ch.Kondala Rao, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.9493741342
  12. B.Rama Krishna, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada



13. K.Sudhakara Rao, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.9849828840
14. R.Anka Rao, Lecturer in Commerce, Govt. Degree College,, Avanigadda, Phone No.8184952089
15. K.S.G.Sucharita, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.9393024477
16. B.P.Narasareddy, Lecturer in Commerce, Govt. Degree College, (A), Rajamahendravaram, Phone No.9440545211
17. V.Ramesh Krishna, Lecturer in Commerce, Govt. Degree College, (A), Rajamahendravaram, Phone No.9948474434
18. G.Appala Narasimham, Lecturer in Commerce, GDC, Kovvuru, Phone No.8317544728
19. B.Prathima, Lecturer in Commerce, Govt. Degree College, (A), Rajamahendravaram, Phone No.9494473995
20. M.Syambabu, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.9293790035
21. P.Shanmuka Rao, Lecturer in Commerce, Govt. Degree College, (A); Rajamahendravaram, Phone No.9440323606
22. T.Deepthi, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.9951722441
23. B.Veerraju, Lecturer in Commerce, Govt. Degree College,, Tiruvuru, Phone No.8523853864
24. E.Sunitha, Lecturer in Commerce, Govt. Degree College,, Pamarru, Phone No.6302793922
25. P.Varaprasad, Lecturer in Commerce, Govt. Degree College, (A), Rajamahendravaram
26. P.V.V.Satyanarayana, Lecturer in Commerce, Govt. Degree College, (A), Rajamahendravaram, Phone No.7989198992
27. J.Pandu Ranga Rao, Lecturer in Commerce, PR Govt. Degree College, (A), Kakinada, Phone No.8074579347
28. M.Abdul, Lecturer in Commerce, Y.V.N.R. Govt. Degree College, Kaikaluru
29. K.Lakshmana Rao, Lecturer in Commerce, PR Govt. Degree College, (A), Kakinada, Phone No.9440026354
30. Chella Brahmaiah, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.9989884280
31. D.Ch.Appa Rao, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.9533055767
32. A.A.Annapurna, Lecturer in Commerce, Govt. Degree College, (A), Rajamahendravaram, Phone No.8317526623
33. Ch.Lakshmi Bharathi, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.9177556301
34. M.Srinivasa Rao, Lecturer in Commerce, PR Govt. Degree College, (A), Kakinada, Phone No.8121623296



35. H.S.N.V.S.Pavan Kumar, Lecturer in Commerce, Govt. Degree College,, Kothapet
36. R.R.D.Sirisha, Lecturer in Commerce, ASD, Govt. Degree College, (W)(A), Kakinada, Phone No.9490982500
37. P.V.Radhika, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.9849449735
38. I.Venkata Narayana, Lecturer in Commerce, Govt. Degree College,, Chintalapudi, Phone No.9666129136
39. K.Gopala Krishna, Lecturer in Commerce, Govt. Degree College,, Razole, Konaseema Dist, Phone No.9848423228
40. S.Deekshitha, Lecturer in Commerce, Govt. Degree College, (A), Rajamahendravaram
41. J.Santhi Bai, Lecturer in Commerce, S.R.R & C.V.R Govt. Degree College, (A), Vijayawada, Phone No.8096804541
42. K.Jyothi, Lecturer in Commerce, Govt. Degree College, Kovvuru
43. N.P.V.Lakshmi Devi, Lecturer in Commerce, ASD, Govt. Degree College (W)(A), Kakinada
44. G.Harathi, Lecturer in Commerce, Govt. Degree College, Chintur, Phone No.8465946488
45. N.Tyagaraju, Lecturer in Commerce, Govt. Degree College, (W), Guntur, Phone No.9618486661
46. P,Srilatha, Lecturer in Commerce, Govt. Degree College, (W), Guntur, Phone No.9491634463
47. Rahmatunnisa Begum, Lecturer in Commerce, SKBR Govt. Degree College, Macherla, Phone No.8985202071
48. A.Lavanya, Lecturer in Commerce, Govt. Degree College, (W), Bapatla, Phone No.9959322206
49. M.Jagadeesh, Lecturer in Commerce, SCK Govt. Degree College, Vinukonda, Palnadu District
50. P. Puma Chandra Bose, Lecturer in Commerce, Govt. Degree College, Razole, Phone No.9490712512



### Members Present: (Online)

S.No.	Name of the Person	Designation in BoS	Signature
1	Dr. K. Sudhakara Rao SRR & CVR Govt. degree College, Vijayawada Mobile: 9849828840, E-Mail: drksrao1@gmail.com	Chairman	
2	Dr. Ch. Jayasankara Prasad Department of BBA General/BBA Analytics Krishna University, Machilipatnam	University Nominee	Not Attended
3	Sri K. V. Ramesh Chandra P.B. Siddhartha College of Arts & Science, Vijayawada Mobile: 8555938481, E-Mail: rchandra710@gmail.com	Member	Not Attended
4	Sri B. Ramakrishna S RR & CVR Govt. degree College, Vijayawada Mobile: 8897333939, E-Mail: bayanark1369@gmail.com	Member	
5	Sri G. Sravan Kumar Andhra Loyola College, Vijayawada Mobile: 9642334330, E-Mail: shravandatt@gmail.com	Member	Attended through Online
6	Sri. Ravi Teja Tallam, HR Manager, Trigyn Technologies Ltd., Vijayawada. Mobile: 7680822227 E-Mail: ravitejatallam@yahoo.com	Industry Expert	Attended through Online
7	Krish Bhandari A III Year BBA, P.B. Siddhartha College of Arts & Science, Vijayawada Mobile: 9440771162, E-Mail: krish.bhandari3034@gmail.com	Student Member-1	Not Attended
8	A. Joshya Sree I Year BBA, P.B. Siddhartha College of Arts & Science, Vijayawada Mobile: 7207363986, E-Mail: joshyasreea@gmail.com	Student Member-2	Not Attended

### GOOGLEMEET LINK:

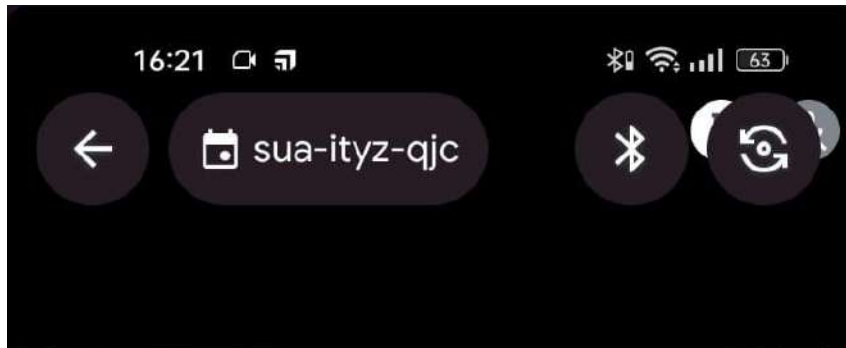
To join the video meeting, click this link:

<https://meet.google.com/sua-ityz-qjc>

Otherwise, to join by phone, dial +1 806-410-3689 and enter this PIN: 604 051 526#

### ONLINE MEETING PHOTOS:





**KRISHNA UNIVERSITY, MACHILIPATNAM**  
DEPARTMENT OF BUSINESS ADMINISTRATION


**BOARD OF STUDIES MEETING FOR DBA HONOURS (GENERAL)**  
Academic Years: 2025-26 and 2026-27

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S.No.	Name of the Person	Designation in BoS
1	Dr. K. Sudhakar Rao SRR & CVR Govt. degree College, Vijayawada. Mobile: 9849828840. Dr. Ch. Jayaramkare	Chairman University

Sudhakar is presenting



You



RAMA KRISHNA 3 others









14:21

63


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Shravan ⋮




RAMA KRISHNA ⋮



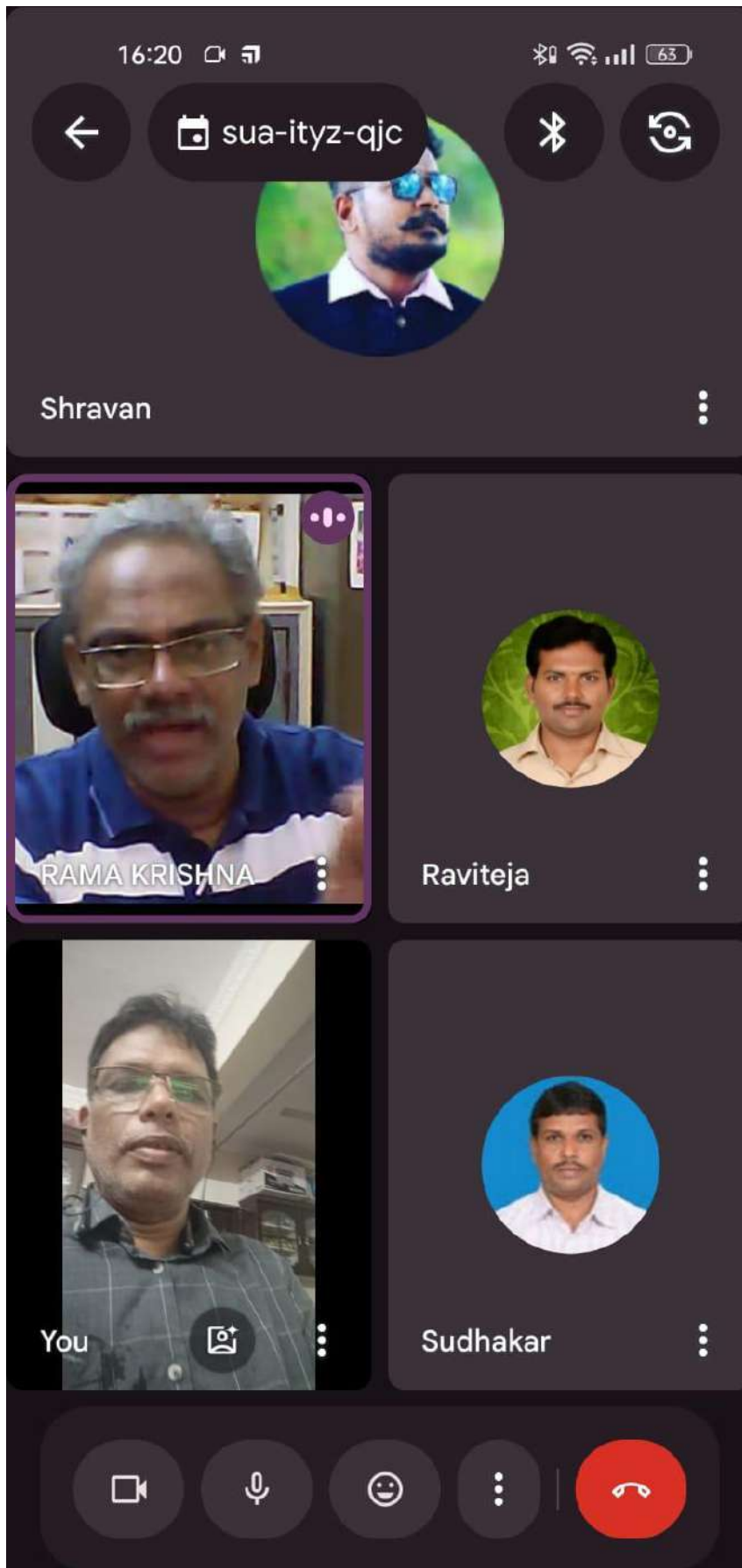
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Sudhakar ⋮





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63

1	SER & CVR Govt. degree College, Vijayawada Mobile: 9849828840, E-Mail: dricran@gmail.com	Chairman
2	Dr. Ch. Jayashankar Prasad Department of HBA General/BSA Analytics Krishna University, Machilipatnam	University Nominee
3	Sri K. V. Suresh Chandra F.D. Siddhartha College of Arts & Science, Vijayawada Mobile: 8552938441, E-Mail: rehaandri71@gmail.com	Member
4	Sri R. Sreenivasulu S SER & CVR Govt. degree College, Vijayawada Mobile: 8897333939, E-Mail: harnanaki360@gmail.com	Member
5	Sri G. Suresh Kumar Andhra Loyola College, Vijayawada Mobile: 9612331330, E-Mail: shrawanant@gmail.com	Member
6	M. Jothi Teja Tallam, HR Manager, Tejra Technologies Ltd., Vijayawada. Mobile: 7660622227 E-Mail: revinotajallam@yahoo.com	Industry Expert
7	Krish Bhanu A III Year BBA, F.D. Siddhartha College of Arts & Science, Vijayawada Mobile: 9490771192, E-Mail: krish.bhanuak19@gmail.com	Student Member-1
8	A. Jashya Sree I Year BBA, F.D. Siddhartha College of Arts & Science, Vijayawada Mobile: 7207607960, E-Mail: jashyasree@gmail.com	Student Member-2

Sudhakar is presenting

You

Raviteja

3 others



**KRISHNA UNIVERSITY, MACHILIPATNAM**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**BOARD OF STUDIES MEETING FOR BBA HONOURS (GENERAL)**  
**Academic Years: 2025-26 and 2026-27**

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S.No.	Name of the Person	Designation in BoS
1	Dr. K. Sudhakara Rao SRR & CVR Govt. degree College, Vijayawada Mobile: 9849828840	Chairman
	Dr. Ch. Jayasankara	Unsuccessful

Sudhakar is presenting

Video call participants:

- You (with a camera icon and a three-dot menu)
- Shravan (with a button for "3 others")

Zoom meeting controls:

- Video icon
- Microphone icon
- Smiley face icon
- More options icon (three dots)
- End call icon (red button with a white phone handset)



# Krishna University

## కృష్ణ విశ్వవిద్యాలయం

(Established under AP Act No. 29 of 2008)

Machilipatnam, Andhra Pradesh, India - 521004



**Programme: B.B.A. HONOURS (General – Single Major)**

**w.e.f. A.Y. 2023-24**

### COURSE STRUCTURE

Semester	Course Number	Course Name	No. of Hrs/Week	No. of Credits
<b>Semester-I</b>	1	Fundamentals of Commerce	4	4
	2	Business Organization	4	4
<b>Semester-II</b>	3	Principles of Management	4	4
	4	Business Economics	4	4
	<b>Community Service Project (8 weeks)</b>			4
<b>Semester-III</b>	5	Business Law	4	4
	6	Organisational Behaviour	4	4
	7	Business Environment	4	4
	8	Business Statistics and Mathematics	4	4
<b>Semester-IV</b>	9	Marketing Management	4	4
	10	Human Resource Management	4	4
	11	Financial Management	4	4
	<b>Internship (8 weeks)</b>			4
<b>Semester-V</b>	12	a. Sales and Distribution (OR) b. Advertising Management	4	4
	13	a. Training and Development (OR) b. Labour Legislation	4	4
	14	a. Security Analysis and Portfolio (OR) b. Financial Markets	4	4
	15	a. Production and Operations Management (OR) b. Project Management	4	4
<b>Semester-VI</b>	<b>Internship</b>			12
<b>Semester-VII</b>	16	a. Services Marketing (OR) b. Brand Management	4	4
	17	a. Financial Derivatives (OR) b. Financial Services	4	4
	18	a. Performance Management (OR) b. Compensation Management	4	4
	<b>SEC</b>			
	19	SEC - Global Business Environment	4	4
	20	SEC - Logistics and Supply Chain Management	4	4



<b>Semester-VIII</b>	21	a. Global Marketing (OR) b. Industrial Marketing	4	4
	22	a. Investment Management (OR) b. International Financial Management	4	4
	23	a. Labour Welfare (OR) b. Industrial Safety	4	4
	<b>SEC</b>			
	24	SEC - Business Ethics	4	4
	25	SEC - Management Decision Models	4	4

B.A/B.Com/BBA (Honours) with Minor																								
Semest er	Major* (4 Cr)			Minor (4 Cr)			Languages (3 Cr)			Multi Disney' (2 Cr)			Skill Enhancement Courses (2Cr)			OOTC			Env. Edn (2 Cr)			Total		
	C	H	Cr	C	H	Cr	C	H	Cr	C	H	Cr	C	H	Cr	C	H	Cr	C	H	Cr	C	H	Cr
Sem 1*	2	8	8				2	8	6	1	2	2	2	4	4							7	22	20
Sem 2	2	8	8	1	4	4	2	8	6				2	4	4							7	24	22
Community Service Project of 180 hours with 4 Credits. Student is eligible for Exit Option-1 with the award of Certificate in respective discipline																								
Sem 3	4	16	16	1	4	4				1	2	2	1	2	2							7	24	24
Sem 4	3	12	12	2	8	8				1	2	2	1	2	2							7	24	24
Short-Term Internship/Apprenticeship/OJT of 180 hours with 4 Credits. Student is eligible for Exit Option-2 with the award of Diploma in respective major with																								
Sem 5	4	16	16	2	8	8													1	2	2	7	26	26
Sem 6	Semester Internship/Apprenticeship/OJT with 12 Credits. Student is eligible for Exit Option-3 with the award of Degree in respetive major with minor																							
																			IKS#					
Sem 7	3	12	12										2*	8	8	1	2	2	1	2	0	6	24	22
Sem 8	3	12	12										2*	8	8	1	2	2	1	2	0	6	24	22
	21		84	6		24	4		12	3	6	6	10	32	28	2	4	4	2	4	0	47		160
20 Additional Credits for 10 month mandatory Internship/OJT/Apprenticeship																								
C Courses						H Hours						Cr Credits						OOTC Open Online Transdisciplinary						
IKS# Indian Knowledge Systems - Audit Course																								



## SEMESTER-I

### COURSE 1: FUNDAMENTALS OF COMMERCE

Theory

Credits: 4

4 Hrs/Week

#### Learning Objectives:

The objective of this paper is to help students to acquire conceptual knowledge of the Commerce, Economy and Role of Commerce in Economic Development. To acquire Knowledge on Accounting and Taxation.

#### Learning Outcomes:

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

Identify the role of commerce in Economic Development and Societal Development. Equip with the knowledge of imports and exports and Balance of Payments. Develop the skill of accounting and accounting principles. They acquire knowledge on micro and macro economics and factors that determine demand and supply. An idea of Indian Tax system and various taxes levied on in India. They will acquire skills on web design and digital marketing.

**Unit 1: Introduction:** Definition of Commerce – Role of Commerce in Economic Development - Role of Commerce in Societal Development. Imports and Exports, Balance of Payments. World Trade Organization.

**Unit 2: Economic Theory:** Macro Economics – Meaning, Definition, Measurements of National Income, Concepts of National Income. Micro Economics – Demand and Supply. Elasticity of Demand and Supply. Classification of Markets -Perfect Competition – Characteristics – Equilibrium Price, Marginal Utility.

**Unit 3: Accounting Principles:** Meaning and Objectives Accounting, Accounting Cycle - Branches of Accounting - Financial Accounting, Cost Accounting, Management Accounting. Concepts and Conventions of Accounting – GAAP.

**Unit 4: Taxation:** Meaning of Tax, Taxation - Types of Tax- Income Tax, Corporate Taxation, GST, Customs & Excise. Differences between Direct and Indirect Tax – Objectives of Tax- Concerned authorities – Central Board of Direct Taxes (CBDT) and Central Board of Excise and Customs (CBIC).

**Unit 5: Computer Essentials:** Web Design - Word Press Basics, Developing a Simple Website. Digital Marketing - Social Media Marketing, Content Marketing, Search Engine Optimization (SEO), E-mail Marketing. Data Analytics- Prediction of customer behavior, customized suggestions.

**Lab Exercise:**

- Build a sample website to display product information.
- Provide wide publicity for your product over social media and e-mail
- Estimate the customer behavior and provide necessary suggestions regarding the products of his interest.

**Activities:**

- Assignment on GAAP.
- Group Activates on Problem solving.
- Collect data and report the role of Commerce in Economic Development.
- Analyze the demand and supply of a product and make a scheduled based on your analysis, problems on elasticity of demand.
- Identify the Tax and distinguish between Direct Tax and Indirect Tax.
- Assignments and students seminars on Demand function and demand curves
- Quiz Programs
- Assignment on different types of taxes which generate revenue to the Government of India.
- Invited lectures on GST and Taxation system
- Problem Solving Exercises on current economy situation.
- Co-operative learning on Accounting Principles.
- Group Discussions on problems relating to topics covered by syllabus
- Examinations (Scheduled and surprise tests)
- Any similar activities with imaginative thinking beyond the prescribed syllabus

**Reference Books:**

1. S.P. Jain & K.L Narang, Accountancy - I Kalyani Publishers.
2. R.L. Gupta & V.K. Gupta, Principles and Practice of Accounting, Sultan Chand
3. Business Economics -S.Sankaran, Margham Publications, Chennai.
4. Business Economics - Kalyani Publications.
5. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann Publications.
6. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, SahityaBhavan Publications



**KRISHNA UNIVERSITY, MACHILIPATNAM**  
**Four Year – BBA Honours (General)**  
**(Under Single Major w.e.f. 2023-24)**  
**Semester - I**

**COURSE 1: FUNDAMENTALS OF COMMERCE**

**BLUEPRINT**

Part	Type of Questions	No. of Questions					
		Unit-I	Unit-II	Unit-III	Unit-IV	Unit-V	Total
A	Multiple Choice Questions	02	02	02	02	02	10
B	Fill in the Blanks	02	02	02	02	02	10
C	True/False	02	02	02	02	02	10
D	Matching	02	02	02	02	02	10
E	Very Short Answers	02	02	02	02	02	10
<b>Total</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>50</b>



**KRISHNA UNIVERSITY, MACHILIPATNAM**  
**Four Year – BBA Honours (General), Examinations**  
**(Under Single Major w.e.f. 2023-24)**  
**Semester - I**

**COURSE 1: FUNDAMENTALS OF COMMERCE**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

Part	Type of Questions	No. of Questions	Marks @	Total
A	Multiple Choice Questions	10	01	10
B	Fill in the Blanks	10	01	10
C	True/False	10	01	10
D	Matching	10	02	20
E	Very Short Answers	10	02	20
<b>Total</b>		<b>50</b>		<b>70</b>

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## SEMESTER-I

### COURSE 2: BUSINESS ORGANIZATION

Theory

Credits: 4

4 Hrs/Week

#### Course Objectives:

The course aims to acquire conceptual knowledge of business, formation various business organizations. To provide the knowledge on deciding plant location, plan layout and business combinations.

#### Learning outcomes:

After completing this course a student will have:

Ability to understand the concept of Business Organization along with the basic laws and norms of Business Organization. The ability to understand the terminologies associated with the field of Business Organization along with their relevance and to identify the appropriate types and functioning of Business Organization for solving different problems. The application of Business Organization principles to solve business and industry related problems and to understand the concept of Sole Proprietorship, Partnership and Joint Stock Company etc.

**Unit 1: Business:** Concept, Meaning, Features, Stages of development of business and importance of business. Classification of Business Activities. Meaning, Characteristics, Importance and Objectives of Business Organization.. Difference between Industry & Commerce and Business & Profession, Modern Business and their Characteristics.

**Unit 2: Promotion of Business:** Considerations in Establishing New Business. Qualities of a Successful Businessman. Forms of Business Organization - Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives and their Characteristics, relative merits and demerits, Difference between Private and Public Company, Concept of One Person Company.

**Unit 3: Plant Location and Layout:** Meaning, Importance, Factors affecting Plant Location. Plant Layout - Meaning, Objectives, Importance, Types of Layout. Factors affecting Layout. Size of Business Unit - Criteria for Measuring the Size and Factors affecting the Size. Optimum Size and factors determining the Optimum Size.

**Unit 4: Business Combination:** Meaning, Characteristics, Objectives, Causes, Forms and Kinds of Business Combination. Rationalization: Meaning, Characteristics, Objectives, Principles, Merits and demerits, Difference between Rationalization and Nationalization.

**Unit 5: Computer Essentials:** Milestones of Computer Evolution – Computer, Block diagram, generations of computer . Internet Basics - Internet, history, Internet Service Providers, Types of Networks, IP, Domain Name Services, applications. Ethical and Social Implications - Network and security concepts- Information Assurance Fundamentals, Cryptography - Symmetric and Asymmetric, Malware, Firewalls, Fraud Techniques, privacy and data protection.

**Activities:**

- Assignment on business organizations and modern business.
- Group Discussion on factors that influence plan location
- Seminars on different topics related to Business organization
- Case study could be given to present business plan of students choice.
- Identifying the attributes of network (Topology, service provider, IP address and bandwidth of your college network) and prepare a report covering network architecture.
- Identify the types of malwares and required firewalls to provide security.
- Latest Fraud techniques used by hackers.

**Reference Books:**

1. Gupta, C.B., “Business Organisation”, Mayur Publication, (2014).
2. Singh, B.P., Chhabra, T.N., “An Introduction to Business Organisation & Management”, Kitab Mahal, (2014).
3. Sherlekar, S.A. & Sherlekar, V.S, “Modern Business Organization & Management Systems Approach Mumbai”, Himalaya Publishing House, (2000).
4. Bhusan Y. K., “Business Organization”, Sultan Chand & Sons.
5. Prakash, Jagdish, “Business Organistaton and Management”, Kitab Mahal Publishers (Hindi and English)
6. Fundamentals of Computers by V. Raja Raman
7. Cyber Security Essentials by James Graham, Richard Howard, Ryan Olson





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**Semester - I**

**COURSE 2: BUSINESS ORGANIZATION**

**BLUEPRINT**

Part	Type of Questions	No. of Questions					
		Unit-I	Unit-II	Unit-III	Unit-IV	Unit-V	Total
A	Multiple Choice Questions	02	02	02	02	02	10
B	Fill in the Blanks	02	02	02	02	02	10
C	True/False	02	02	02	02	02	10
D	Matching	02	02	02	02	02	10
E	Very Short Answers	02	02	02	02	02	10
Total		10	10	10	10	10	50



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**Semester - I**

**COURSE 2: BUSINESS ORGANIZATION**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

Part	Type of Questions	No. of Questions	Marks @	Total
A	Multiple Choice Questions	10	01	10
B	Fill in the Blanks	10	01	10
C	True/False	10	01	10
D	Matching	10	02	20
E	Very Short Answers	10	02	20
<b>Total</b>		<b>50</b>		<b>70</b>

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**SEMESTER - II**  
**COURSE - 3: PRINCIPLES OF MANAGEMENT**

Theory

Credits: 4

4 Hrs/Week

**Course Objectives**

- To outline the fundamental activities of managers
- To explain the basic concepts, principles and theories of management
- To examine the broad functions of management
- To comprehend the contemporary issues and challenges in the field of management
- To understand various control techniques practised at organisations.

**UNIT-I: INTRODUCTION TO MANAGEMENT:**

Definition – Nature, process and significance of management. Role of managers – Managerial Skills and Roles. Schools of Management Thought, Management as a Science or Art - Management as a profession, Administration and Management. Functions of Management. Contemporary Issues and Challenges in Management of 21<sup>st</sup> Century.

**UNIT -II: PLANNING:**

Planning - Nature and Importance of Planning, Types of Plans- Levels of Planning. Steps in planning process, Making Effective Plans. Significance of Objectives, Management by Objectives (MBO). Decision making- Nature of decision making, Types of decisions, Decision Making Process.

**UNIT -III: ORGANIZING:**

Organizing - Nature and purpose, Principles of Organization, Types of Organization. Organisational Structure and Design – Line, Staff and functional authority, Conflict between Line and Staff – Overcoming the Line-Staff Conflict. Committees, Departmentation. Authority, Responsibility and Accountability, Principles of Delegation, process of delegation. Span of Control, Centralization Vs. Decentralization, Factors determining the degree of Decentralization of authority.

**UNIT -IV: STAFFING AND DIRECTING:**

Staffing - Nature and Purpose of Staffing, Importance of staffing. Components of Staffing, Manpower planning, Recruitment and Selection. Directing – Nature of Directing function. Concept of Motivation, theories of Motivation- Maslow's theory of Need Hierarchy and Herzberg's Dual Factor theory, Motivating people at work. Communication skills for directing, Barriers in communication.

**UNIT -V: CONTROLLING:**

Controlling - Concept, Nature and Importance, Essentials of Control. Requirements of an effective Control System, Techniques of Managerial control. Behavioural Implications of Control.

**Reference Books:**

1. Koontz, H., & Weihrich, H. Essentials of Management, McGraw Hill Publishers.
2. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. Principles & Practices of Management. New Delhi, Kalyani Publishers.
3. L M Prasad, Principles and Practices of Management, Himalaya Publishing House
4. Rao, P.S. Principles of Management, Himalaya Publishing House.



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**Semester - II**

**COURSE - 3: PRINCIPLES OF MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - II**

**COURSE - 3: PRINCIPLES OF MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER - II**  
**COURSE - 4: BUSINESS ECONOMICS**

Theory

Credits: 4

4 Hrs/Week

**Course Objectives:**

- Understand the concept of economics and its relevance to business.
- Comprehend the concept of Demand analysis for making important business decisions
- Learn to apply the concepts of cost and Break-even analysis and learn various theories on production.
- Understand concepts of perfect competition and monopoly for fixation of prices.
- Understand the international business scenario and concepts of BOP.

**Unit-I: INTRODUCTION**

Meaning and Definitions of Business Economics - Nature and Scope of Business Economics -Micro and Macro Economics and their Interface.

**UNIT-II: DEMAND ANALYSIS**

Meaning and Definition of Demand, Determinants to Demand. Demand Function, Law of Demand, Demand Curve, Exceptions to Law of Demand. Elasticity of Demand, Measurement of Price Elasticity of Demand.

**UNIT – III: PRODUCTION, COST AND REVENUE ANALYSIS**

Concept of Production Function, Law of Variable Proportion, Law of Returns to Scale. Concept of Total Revenue, Average Revenue and Marginal Revenue. Classification of Costs, Break -Even Analysis, applications of Break- Even analysis.

**UNIT-IV: MARKET STRUCTURE**

Concept of Market – Classification of Markets. Perfect Competition–Characteristics, Equilibrium Price, Monopoly – Characteristics, Equilibrium under Monopoly.

**UNIT-V: NATIONAL INCOME AND STRUCTURAL REFORMS**

Concepts of National Income- Definition, Measurement of National Income. Trade cycles – Meaning, Phases. Benefits of International Trade, Balance of Trade, Balance of Payments. Concepts of Economic liberalization, Privatization, Globalization. WTO- Objectives, Functions.

**Reference Books:**

1. Aryasri and Murthy- Business Economics - Tata McGrawHill.
2. H.L Ahuja - Business Economics - Sultan Chand & Sons.
3. S.Sankaran - Business Economics - Margham Publications.
4. P.C.Chopra - Business Economics –Kalyani Publications.
5. Deepasree - Business Economics - Himalaya Publishing House.





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**Semester - II**

**COURSE - 4: BUSINESS ECONOMICS**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	1	4	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	2	8	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - II**

**COURSE - 4: BUSINESS ECONOMICS**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-II
3. Short answer type question from Unit-III
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-V
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER - III**  
**COURSE - 5: BUSINESS LAW**

Theory

Credits: 4

4 Hrs/Week

**Course Objectives:**

- To equip the student with fundamental concepts, principles relating to Contract Act that applies to business situations.
- To provide an overview on Negotiable Instruments Act and Partnership Act in India.
- To understand the regulatory framework of companies with reference to various provisions of Companies Act.
- To understand the essentials and execution of Sale contracts.
- To acquire knowledge on Right to Information Act and Consumer Protection Act.

**UNIT-I: LAW OF CONTRACT**

Definition, Essentials of valid contract, Kinds of contract, Offer, Acceptance, consideration. Capacity of Parties to contract, Free Consent, Discharge of Contract, Breach of Contract and Remedies for Breach. Special Contracts, Indemnity, Guarantee, Bailment.

**UNIT-II: NEGOTIABLE INSTRUMENTS ACT 1881**

Nature and characteristics of Negotiable Instruments, Kinds of Negotiable Instruments-Promissory Notes, Bills of Exchange and Cheques. Partnership Act, 1932- Definition, Essentials of Partnership, Kinds of Partners, Rights and Liabilities of Partners. Dissolution of Partnership Firm.

**UNIT-III: COMPANIES ACT, 2013**

Definition of Company, Types of Companies. Memorandum of Association, Articles of Association, prospectus, Meetings and Resolutions. Doctrine of Ultra Vires, Doctrine of Constructive Notice, Modes of Winding up of a Company.

**UNIT-IV: SALE OF GOODS ACT**

Meaning and definition, Essentials of Sale Contract, Sale and Agreement to Sell. Rules of transfer of property- conditions and warranties. Unpaid Seller- Rights of Unpaid Seller. Sale by Non-Owners, Auction Sale.

**UNIT-V: RIGHT TO INFORMATION ACT & CONSUMER PROTECTION ACT**

Right to Information Act- Overview of the Act, The Consumer Protection Act 2019, Consumer Councils, Consumer Redressal Agencies- District Forum, State Forum, National Forum, Penalties for violation.

**Reference Books:**

1. P. C. Tulsian, Bharat Tulsian, Business Law, McGraw Hill Education.
2. N.D. Kapoor, Elements of Business Law, Sultan Chand Publication, Company.
3. Dr S.N.Maheshwari & Dr S.K.Maheshwari, Business Law, Himalaya Publishing House.
4. M. C. Kuchhal and Vivek Kuchhal, Business Law, Sultan Chand & Sons (P) Ltd. India.



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**COURSE - 5: BUSINESS LAW**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	2	4	2	20
3	III	1	8	2	20
4	IV	1	4	2	20
5	V	2	8	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - III**

**COURSE - 5: BUSINESS LAW**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-II
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-V
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER - III**  
**COURSE - 6: ORGANIZATIONAL BEHAVIOUR**

Theory

Credits: 4

4 Hrs/Week

**Course Objectives:**

- To understand individual and group behaviour at work place to improve the effectiveness of an organization.
- To understand different types of personality and learning styles.
- Comprehend concepts relating to group dynamics and conflict management.
- To understand leadership and its impact on group dynamics.
- To understand the process of Change management and issues involved in it.
- To understand organizational culture and organizational effectiveness.

**UNIT-I: ORGANIZATIONAL BEHAVIOR**

Organizational behaviour- Meaning, significance, evolution. Factors influencing organizational behaviour- Perception – concept and process of perception, Factors influencing perception. Values and Attitudes. Personality - Stages of personality development, Determinants of personality. Concept of Learning and theories of learning.

**UNIT-II: GROUP DYNAMICS**

Meaning of groups and group dynamics, Stages in the Formation of groups, Characteristics and Types of groups. Factors influencing group effectiveness- Group cohesiveness, Group decision making. Teams-Groups Vs Teams, Types of teams. Conflicts in groups- reasons for conflicts, Management of Conflict- application of Transactional Analysis, Johari Window.

**UNIT-III: LEADERSHIP**

Definition and Concept of Leadership, importance of Leadership, characteristics of an Effective Leader. Styles of Leadership, Managerial Grid, Leadership Continuum. Theories of Leadership. Impact of Leadership on effectiveness of groups.

**UNIT-IV: MANAGEMENT OF CHANGE**

Meaning and importance of Change, Factors driving organizational change. Response to change, role of Change Agents. Resistance to Change – Reasons for Resistance, dealing with resistance to change. Organizational Development – Significance and process of OD.

**UNIT-V: ORGANIZATIONAL CULTURE**

Concept of Organizational Culture, Significance of understanding organizational culture, Distinction between organizational culture and organizational climate. Factors influencing Organizational Culture. Organizational Effectiveness- Indicators of organizational effectiveness, achieving organizational effectiveness. Organizational Power and Politics.

**Reference Books:**

1. Robbins, P. Stephen - Organizational Behaviour-Concepts, Controversies & Applications - Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred – Organizational Behaviour - McGraw Hill Publishers Co. Ltd., New Delhi,
3. Rao, VSP and Narayana, P.S. - Organization Theory & Behaviour - Konark Publishers Pvt. Ltd., Delhi.
4. Prasad, L.M - Organizational Theory & Behaviour - Sultan Chand & Sons, New Delhi.





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**Semester - III**

**COURSE - 6: ORGANIZATIONAL BEHAVIOUR**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	1	4	2	20
5	V	2	8	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - III**

**COURSE - 6: ORGANIZATIONAL BEHAVIOUR**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-V
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER - III**  
**COURSE - 7: BUSINESS ENVIRONMENT**

Theory

Credits: 4

4 Hrs/Week

**Course objectives:**

- To enable the students to develop an understanding on Indian Business Environment and various factors impacting the business.
- To help them make effective decisions based on analysis of business environment.
- To develop an understanding of the MSME sector and challenges therein.
- To familiarize the students with international trade and issues related to Balance of Payments.
- To comprehend the role of international institutions in the growth of international business.

**UNIT-I: INTRODUCTION**

Business Environment- Concept, Significance and Nature of Business Environment; Elements of Environment- Internal and External. Salient features of Indian Economy, evolution in the recent years.

**UNIT-II: POLITICAL, LEGAL AND ECONOMIC ENVIRONMENT OF BUSINESS**

Elements of Political Environment, Role of Government in Business facilitation. Competition Act 'FEMA, Licensing Policies. Elements of Economic Environment, Economic systems. Industrial Policy 1991, Economic Reforms. Planning Commission Vs NITI Aayog.

**UNIT-III: MANAGEMENT OF MICRO, SMALL & MEDIUM ENTERPRISE (MSME)**

Concepts and Definitions of MSME, The MSME Development Act, 2006. Government Policy Initiative, Current Schemes for MSME development. Problems faced by MSME Sector. Role of Clusters in Promoting MSME.

**UNIT-IV: BALANCE OF PAYMENTS**

International Trade, Components of BOP, Disequilibrium in BOP, Reasons for disequilibrium. Measures to bring back equilibrium in BOP –trade regulation, Exchange Control, Convertibility of Currency, Current Account and Capital Account convertibility.

**UNIT-V: INTERNATIONAL BUSINESS ENVIRONMENT**

International economic institutions-Significance, Evolution and Functions - International Monetary Fund, World Trade Organization, World Bank, BRICS and EU. Objectives and Evolution of GATT, Uruguay Round. Foreign Direct Investment- Need for FDI in Developing Countries, Role of FDI in India.

**Reference Books:**

1. Francis Cherunilam, Business Environment-Himalaya Publishing House.
2. Aswathappa, Essentials of Business Environment, Himalaya Publishing House.
3. Mishra and Puri, Indian Economy, Himalaya Publishing House.
4. Raj Aggarwal, Business Environment, Excel Books.



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**Semester - III**

**COURSE - 7: BUSINESS ENVIRONMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	1	4	2	20
5	V	2	8	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - III**  
**COURSE - 7: BUSINESS ENVIRONMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-V
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER - III**  
**COURSE - 8: BUSINESS STATISTICS AND MATHEMATICS**

Theory & Problem

Credits: 4

4 Hrs/Week

**Course Objectives:**

- Understand the importance of Statistics in real world business applications.
- Formulate complete, concise and correct mathematical proofs.
- Frame problems using multiple mathematical and statistical tools, measuring relationships by using standard techniques.
- Build and assess data-based models, learn and apply the statistical tools to business.
- Create quantitative models to solve real world problems in appropriate contexts.

**UNIT I: INTRODUCTION TO BUSINESS STATISTICS**

Meaning, definition, functions, importance and limitations of Statistics in business context. Methods of Data Collection– Primary and Secondary data. Tools for Data Collection – Schedule and questionnaire. Frequency distribution, Tabulation of Data, Diagram and graphic presentation of data. Statistical System in India.

**UNIT II: MEASURES OF CENTRAL TENDENCY AND DISPERSION**

Definition, objectives and characteristics of Measures of Central Tendency – Types of Averages – Arithmetic Mean, Geometric Mean, Harmonic Mean. Median, Mode, Quartiles, Deciles and percentiles. Properties of averages and their application. Meaning, definitions, objectives of Dispersion, Range Quartile Deviation, Mean deviation, Standard Deviation. Co-efficient of variation. Definition and objectives of Skewness – Karl Pearson's and Bowle's measures of skewness.

**UNIT III: MEASURES OF CORRELATION**

Meaning, Definition and use of correlation. Types of Correlation- Karl Pearson's correlation coefficient, Spearman's Rank correlation. Probable error, Meaning and utility of Regression Analysis, comparison between Correlation and Regression, Regression Equations, Interpretation of Regression Co-efficients. (Including Simple Problems).

**UNIT IV: SET THEORY**

Set, Subset, Types of Sets. Operations on sets, De Morgan's Law of Venn Diagram. Applications of Set theory. Laws of Indices, Arithmetic Progressions, Geometric Progressions, Harmonic Progressions. (Including Simple Problems).

**UNIT V: MATRIX**

Meaning and operations, Matrix Algebra. Types of matrices, Matrix addition, Matrix Multiplication. Matrix Determinants, Minors and Co-factors, Matrix inversion. (Including Simple Problems).

**Reference Books:**

1. Sivayya K. V. and Satya Rao, Business Mathematics, Saradhi Publications, Guntur.
2. Sancheti and Kapoor V K., Business Mathematics, Sultan Chand & Sons, New Delhi.
3. D. N. Elhance: Fundamental of Statistics, Kitab Mahal, Allahabad.
4. Gupta S.C. Fundamentals of Business Statistics, Sultan Chand, New Delhi.
5. Aggarwal, Business Statistics, Kalyani Publishers, Hyderabad.
6. Reddy C R, Business Statistics, Deep & Deep Publications, New Delhi.



**KRISHNA UNIVERSITY, MACHILIPATNAM**  
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**Semester - III**

**COURSE - 8: BUSINESS STATISTICS AND MATHEMATICS**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	2	8	2	20
3	III	2	8	2	20
4	IV	1	4	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>





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**Semester - III**

**COURSE - 8: BUSINESS STATISTICS AND MATHEMATICS**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-II
5. Short answer type question from Unit-III
6. Short answer type question from Unit-III
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Problem from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Problem from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Problem from Unit-V

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**SEMESTER - IV**  
**COURSE - 9: MARKETING MANAGEMENT**

Theory

Credits: 4

4 Hrs/Week

**Course Objectives:**

- To give an overview of marketing environment.
- To interpret the link between strategic planning and marketing.
- To develop a detailed marketing plan.
- To understand role of intermediaries in marketing activities.
- To acquire knowledge on various promotional tools in marketing.

**UNIT-I: INTRODUCTION TO MARKETING MANAGEMENT**

Definition, Importance and Scope of Marketing. Core Concepts of Marketing, Company's orientations towards Marketing. Marketing Process, Selling Vs Marketing. Elements of Marketing Mix, Marketing environment.

**UNIT-II: SEGMENTATION, TARGETING AND POSITIONING**

Basis for Segmentation, Process of STP. Levels of Segmentation, Patterns of Targeting and positioning strategies. Segmentation, targeting and positioning for competitive advantage.

**UNIT-III: PRODUCT**

Product – Characteristics, Benefits. Classification of Products – Consumer goods – Industrial goods. New Product Development process, Product Life Cycle –Stages in PLC and application to marketing. Branding of Products, Packaging and Labeling. Significance of Warranties & Guarantees.

**UNIT-IV: PRICING AND DISTRIBUTION**

Pricing – Factors influencing pricing decisions, objectives of pricing. Pricing policies and procedures  
, Types of Pricing Strategy. Physical Distribution- Importance, various kinds of Marketing Channels, criteria of selecting a channel.

**UNIT-V: PROMOTION**

Integrated Marketing Communication, Process of IMC. Elements of Promotional Mix-Advertising, Publicity, Public Relations, Personal Selling, Direct selling and Sales promotion. Significance of Promotional Mix in marketing decisions.

**Reference Books:**

1. Kotler.P, & Keller.K.L., Koshy & Jha (2020). Marketing Management, 20th edition, Pearson.
2. Ramaswamy & Nmakumary - Marketing Management-Global Perspective-Indian Context- Mac Millon India Ltd.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. S.A.Sherlekar, R.Krishnamoorthy, Marketing Management, Himalaya Publishing House.



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**Semester - IV**

**COURSE - 9: MARKETING MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	1	4	2	20
5	V	2	8	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - IV**

**COURSE - 9: MARKETING MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-V
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER - IV**  
**COURSE - 10: HUMAN RESOURCE MANAGEMENT**

Theory

Credits: 4

4 Hrs/Week

**Course Objectives:**

- To understand the significance of human resource management and role of HR Executives.
- To acquire knowledge on procurement and development functions.
- To understand the sources of recruitment and the stages in selection process.
- To gain knowledge on training and development methods.
- To understand the concept of Industrial relations and its impact on HRM.

**UNIT-1: INTRODUCTION**

Human Resource Management –Nature, Significance and Scope. Functions of HRM, Role of HR Manager, Advisory and service function to other departments. Changing role of HRM, Contribution to Company's objectives and policies, organizing the HRM Department.

**UNIT-II: PROCUREMENT AND DEVELOPMENT FUNCTIONS**

Human Resource Planning, Job Analysis, Job description, job specification. Recruitment- Sources of recruitment, process of recruitment, Selection- stages in selection process, techniques of Selection. Placement and induction of new candidates, socialization process.

**UNIT-III: TRAINING AND DEVELOPMENT**

Significance and scope of Training, Designing of a Training Program, Steps in Training. Methods of Training- On the Job and Off the Job techniques. Evaluation of Training effectiveness. Executive Development- Concept, significance, Training Vs Development. Techniques of Executive Development.

**UNIT-IV: PERFORMANCE APPRAISAL AND COMPENSATION**

Performance Appraisal- Importance of Performance Appraisal, Process of Performance Appraisal. Methods of Performance Appraisal- Traditional and modern techniques. Job Evaluation- Significance of Job Evaluation, Process of Job Evaluation. Methods of Job Evaluation, Role of Job Evaluation in wage fixation. Compensation- Introduction to Compensation Management, Objectives of Compensation, Components of Compensation.

**UNIT-V: INDUSTRIAL RELATIONS**

Industrial Relations -Definition, Significance, Objectives of Industrial Relations. Industrial Disputes- Types of Industrial Disputes. Grievance Redressal Procedure. Collective Bargaining- Objectives of Collective bargaining, Process of Collective bargaining, types of Collective bargaining.

**Reference Books:**

1. A Text book of Human Resource Management – C. B. Mammoria & S. V. Ghankar. - Himalaya Publishing House.
2. Personnel and Human Resource Management - Text & Cases, P Subba Rao, Himalaya Publishing House.
3. Human Resource Management – P. Jyothi, Oxford University Press.
4. Human Resource Management, R.Wayne Mondy, Robert M, Noe, Pearson Education.



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**Semester - IV**

**COURSE - 10: HUMAN RESOURCE MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	1	4	2	20
4	IV	2	8	2	20
5	V	2	8	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - IV**

**COURSE - 10: HUMAN RESOURCE MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-IV
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-V
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER - IV**  
**COURSE -11: FINANCIAL MANAGEMENT**

Theory & Problem

Credits: 4

4 Hrs/Week

**Course objectives:**

- To gain basic knowledge of objectives of Financial Management and its functions.
- To understand the capital budgeting process and risk analysis in capital budgeting.
- To gain familiarization with different financial decisions that impact any organisation.
- Understand decisions relating to dividend policies and their valuation.
- Knowledge regarding significance of working capital management to organisation.

**UNIT I: INTRODUCTION**

Nature, Scope and Objectives of Financial Management, Functions of Finance - Profit Maximization vs. Wealth Maximization, Role of Financial Manager in Modern Business Organizations, Risk - Return Trade off.

**UNIT II: INVESTMENT DECISIONS**

Capital Budgeting Process – Cash Flow Estimation and measurement, Investment criterion. Methods of appraisal- Traditional Techniques and Discounted Cash Flow Methods. Capital rationing, Risk analysis in capital budgeting. **(Including Simple Problems)**

**UNIT III: FINANCING DECISIONS**

Concept of Leverage, Types of Leverages. EBIT – EPS Analysis. Capital Structure, Determinants of Capital Structure - Theories – Net Income approach, Net Operating Income approach. Traditional view – MM Hypothesis. Cost of Capital: Types of Cost of Capital, Weighted Average Cost of Capital. **(Including Simple Problems)**

**UNIT IV: DIVIDEND DECISIONS**

Kinds of Dividends, Types of Dividend Policy. Dividend Theories - Walter's Model, Gordon's Model, M-M Hypothesis. Retained Earnings Policies, Bonus Shares. **(Including Simple Problems)**.

**UNIT V: WORKING CAPITAL MANAGEMENT**

Concept of Working Capital, Determinants of Working Capital. Determination of Optimum level of Current Assets – Liquidity vs. Profitability, Risk – Return tangle. Estimating working capital needs, Financing strategies of working capital. Inventory Management – Inventory Control Techniques, Receivables Management, Cash Management.

**Reference Books:**

1. Brealey, Richard and Myers, Steward: Principles of Corporate Finance, New York, McGraw Hill India.
2. Soloman, Ezra, Theory of Financial Management, Columbia Press.
3. James C. Van Horne, Financial Management and Policy, Prentice Hall of India.
4. Weston J. Fred and Brigham, Eugene F., Managerial Finance, Dryden Press.
5. Prasanna Chandra, Financial Management, McGraw Hill India.
6. Khan, M.Y. and Jain, Financial Management, McGraw Hill India.



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**Semester - IV**

**COURSE -11: FINANCIAL MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - IV**

**COURSE -11: FINANCIAL MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Problem from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Problem from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Problem from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-V**  
**COURSE 12.a: SALES AND DISTRIBUTION MANAGEMENT**

Theory

Credits: 4

4 Hrs/Week

**Course Objectives:**

- To provide conceptual knowledge about different types of sales plans and sales organisations for different firms.
- To understand sales forecasting, budgeting and different methods of analysing market potential.
- To enable the students to understand the recruitment, selection, training, compensation and controlling approaches relating to the sales personnel of a firm.
- To give inputs to the students to design suitable channel structures as well as to manage (recruitment, selection, training, compensating and controlling of channel members) different channel members of a firm.

**UNIT-I: INTRODUCTION TO SALES MANAGEMENT**

Introduction to Sales Management – Nature, Scope, Objectives and Functions of Sales Management. Types of Selling, Selling Skills, Selling Strategies, Selling Process. Sales Management Process, Organization of Sales Department, Different types of Sales Organizations.

**UNIT-II: ANALYSIS OF MARKET POTENTIAL**

Sales Management Cycle, Decision areas in Sales Management- Analysis of Market Potential, Sales Potential, Sales Forecasting, Sales Volume, Sales Budgets, Time and Territory Management. Emerging trends in Sales Management.

**UNIT-III: SALES PLANNING AND CONTROL**

Sales Planning- Sales Forecasting & Budgeting, Sales Quotas and Targets. Sales Control-Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report. Sales Audit- Sales Force Productivity Indicators (Value and Volume), Territory Productivity.

**UNIT-IV: SALES FORCE RECRUITMENT AND SELECTION**

Recruitment, Selection and Training of Sales force, Sales force motivation. Salesmen Compensation Plans, Control and Evaluation of Performance of Salesmen.

**UNIT-V: DISTRIBUTION MANAGEMENT**

Channels of Distribution, Structures and Functions, Channel Design. Selecting Channel Members, Evaluating Channel Members, Motivating Channel members. Channel Conflicts- Reasons, stages and types of Channel Conflict, resolving Channel Conflicts. Emerging trends in Distribution, Green Channels, E-Channels, Omni Channel Management.

**Recommended Books:**

1. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
2. Tapan K Panda – Sales & Distribution Management, Oxford University Press.
3. S.L.Gupta, Sales and Distribution Management, Text and Cases, Excel Publishers.
4. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.



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**Semester - V**

**COURSE 12.a: SALES AND DISTRIBUTION MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - V**

**COURSE 12.a: SALES AND DISTRIBUTION MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-V**  
**COURSE 12.b: ADVERTISING MANAGEMENT**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To develop an awareness of the major types of advertising and role of Ad agencies.
- To understand the basics of Advertising and media planning.
- To know the importance of advertising budgeting, advertising agencies and evaluating advertising campaigns.
- To equip the students with the concepts, types and importance of branding.
- To learn about brand equity, brand evaluation and brand management.

**UNIT-I: INTRODUCTION TO ADVERTISING MANAGEMENT**

Advertising- Meaning, Importance and objectives of Advertising. History, Classification and Functions. Role of Advertising in Promotional Mix, Types of Advertising, Integrated Marketing Communication. Digital Advertising- Meaning, Advantages, Limitations, Types of Digital Advertising.

**UNIT-II: ADVERTISING AND MEDIA PLANNING**

Types of Advertising Appeals, Media – Objectives. Media Plan- Media Planning and Role of Media Planning. Market Analysis, Target Market Coverage, Geographic Coverage. Scheduling Creative aspects, Reach and Frequency, Developing and Implementing Media Strategies. Media mix Decisions, Evaluating the effectiveness.

**UNIT-III: ADVERTISING BUDGET AND AD AGENCIES**

Advertising Budgets, Methods of Formulating Advertising Budgets. Evaluating Advertising Effectiveness (DAGMAR), Advertising Agencies, Functions of Advertising Agency, Various Functional Departments, Evaluation Criteria for selecting an Advertising Agency.

International Advertising, Impact of Culture, Customs, Laws and Regulations, ethics.

**UNIT-IV: BRANDING**

Introduction to Branding, benefits, Types of Brands. Branding decisions, Brand Identity, Brand Personality and Positioning, Brand repositioning. Product and Brand Extensions, Advantages of Extensions, Disadvantages of Brand Extensions.

**UNIT-V: BRAND MANAGEMENT**

Measuring Brand Equity, Evaluating Brand Performance. Designing Brand Marketing Programmes, Branding in Retail Business, Role of Own Label.

**Reference Books:**

1. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi.
2. S.H.H.Kazmi, Satish K Batra , Advertising & Sales Promotion, Excel Books, New Delhi.
3. S A Chunawalla , Advertising, Sales & Promotions Management, Himalaya Publishing House.
4. U.C. Mathur, Brand Management: Text and Cases, Macmillan India Ltd.
5. Strategic Brand Management, Kevin Lane Keller. Pearson .





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**Semester - V**

**COURSE 12.b: ADVERTISING MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - V**

**COURSE 12.b: ADVERTISING MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-V**  
**COURSE 13.a: TRAINING AND DEVELOPMENT**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- Understand basic concepts associated with learning process, learning theories, training and development.
- Understand training needs, identification of training needs, training processes, training methods.
- To familiarize with evaluation design to assess training program effectiveness.
- Emerging trends in training and development.
- Relevance and usefulness of training expertise in the organizational work environment.

**UNIT-I: TRAINING AND DEVELOPMENT**

Introduction to Training- Scope, Objectives and Importance. Beneficiaries of Training, Factors influencing working and learning. Training Need Analysis, Training practices, Problems in Training process, emerging trends in training.

**UNIT-II: STEPS IN TRAINING PROGRAM**

Need for Training and Development, Role of training managers – Administrators, Consultants, Designers and Instructors, Identification of training needs – Potential macro needs, - Designing Competency Based training programs. Evaluation of training programs- Evaluation process, Feedback mechanism, Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model.

**UNIT-III : TRAINING DESIGN**

Introduction to Training Design, Factors affecting design of a training program, Designing a training module, Identification of Trainer, designing the Training Schedule, Preparing content, Study Material. Budgeting for training, types of cost involved in training programs. Identification of alternative methods of instruction. Conduct of the Program- Physical arrangements, Creating climate for learning, tips for effective implementation.

**UNIT-IV: TRAINING METHODS AND TRAINER'S STYLE**

Types of training- On-the-Job methods, Off-the -Job training methods (Job Instruction method, Job Rotation Method, presentation methods, hands on methods, group building methods), choosing a training method. Competence of trainer- Trainer's skills and style, Trainer's roles, Do's and Don'ts for Trainers.

**UNIT-V : DEVELOPMENT**

Executive Development- Need, importance of Training for Managers. Steps in the organization of Executive Development Programs, Techniques of Development Programs. Difference between Training and Development, Career Development. Counselling- Meaning of Counselling, Process of Counselling. Non- Directive Counselling, Evaluation of Counselling programs, Factors determining Effectiveness of Counselling.

**Reference Books:**

1. Gary Dessler, Human Resource Management, Pearson Education.
2. Noe, R.A. Employee Training & Development. McGraw-Hill India.
3. Aswathappa K, Human Resource to Personnel Management, Tata Mc Graw Hill.
4. Mamoria C.B and Mamoria S. Personnel Management, Himalaya Publishing Company.
5. Rolf, P and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.



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**Semester - V**

**COURSE 13.a: TRAINING AND DEVELOPMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - V**

**COURSE 13.a: TRAINING AND DEVELOPMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-V**  
**COURSE 13.b: LABOUR LEGISLATIONS**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To acquire expert knowledge of Labour Laws
- To understand and application of Labour Laws
- To discuss the legal framework of factories act
- To realize the provision for payment of wage
- To Interpret the mechanism for resolving industrial disputes

**UNIT-I: Constitution and Labour Laws**

Fundamental rights vis-à-vis labour laws, Equality before law and its application in Labour Laws, Equal pay for equal work; and Article-16 and reservation policies, Articles 19, 21, 23 and 24 and its implications.

**UNIT-II: THE FACTORIES ACT 1948**

Definition, approval, licensing and registration, health and welfare measures (intra mural and extra mural), employment of women and young persons ,leave with wages and weekly holidays. Amendments in Factories Act 2013

**UNIT-III: PAYMENT OF WAGES ACT**

Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, The Payment of Bonus Act 1965.

**UNIT IV: TRADE UNION ACT 1926**

Process of Obtaining Recognition for trade unions; Role of Trade Unions in Company; Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes.

**UNIT-V: LABOUR CODES**

Code on Wages 2019; Labour Code on Industrial Relations 2020; Labour Code on Social Security & Welfare; Labour Code on Safety &Working Conditions.

**Reference Books:**

1. C.B.Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd,
2. C.S. Venkat Ratnam, Industrial Relations, Oxford University Press, New Delhi.
3. Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi.
4. T N Chhabra, Industrial Relations and Labour Laws, Dhanpat Rai Publishing House,
5. S C Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House.



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**Semester - V**

**COURSE 13.b: LABOUR LEGISLATIONS**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>





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**Semester - V**

**COURSE 13.b: LABOUR LEGISLATIONS**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-V**  
**COURSE 14.a: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- Understand the various forms of investment, security Markets and other concepts.
- Understand risks associated with investment and to measure different forms of risks
- Analyse the fundamental strength of stocks and predict the price trends of securities using technical analysis and valuation of stocks and fixed income securities.
- To analyses the stocks using various tools of technical analysis.
- To understand various models of portfolio Management and evaluate the performance of portfolio.

**UNIT I: CONCEPT OF INVESTMENT**

Objectives – Investment Vs Speculation – Security Investment Vs Non-security Forms of Investment – Investment Process – Sources of Investment Information –Security Markets – Primary and Secondary – Indices.

**UNIT II: RETURN AND RISK**

Meaning and Measurement of Security Returns – Types of Security Risks – Systematic Vs Unsystematic Risk – Measurement of Total Risk and Systematic risk.

**UNIT III: FUNDAMENTAL ANALYSIS OF STOCKS**

Economy, Industry and Company Analysis, Intrinsic Value –Approach to Valuation of Bonds, Preference Shares and Equity Shares.

**UNIT IV: TECHNICAL ANALYSIS**

Concept and Tools of Technical Analysis: Dow Theory, Charts, Chart Patterns, Mathematical tools (MA, EMA, ROC, RSI and MACD), Elliot Wave Theory, Market indicators – Technical Analysis Vs Fundamental Analysis – Efficient Market Hypothesis – Concept and Forms of Market Efficiency.

**UNIT V: ELEMENTS OF PORTFOLIO MANAGEMENT**

Portfolio Models – Markowitz Model, Efficient Frontier, Sharpe Single Index Model and Capital Asset Pricing Model – Performance Evaluation of Portfolios – Sharpe Model, Treynor model – Jensen's Model for PF Evaluation – Portfolio Revision.

**Reference Books:**

1. Fisher and Jordan - Security Analysis & Portfolio Management, Pearson, PHI.
2. S. Kevin, Security Analysis & Portfolio Management ,Prentice Hall India.
3. Avadhani VA, Securities Analysis & Portfolio Management, Himalaya Publishing House.
4. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill Education.
5. P.Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Limited.



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**COURSE 14.a: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - V**

**COURSE 14.a: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-V**  
**COURSE 14.b: FINANCIAL MARKETS**

Theory

Credits: 4

4 hrs/week

**Course objectives:**

- To gain conceptual knowledge on financial system and markets.
- To comprehend the various money market instruments.
- To understand Capital Markets and their Operations.
- To understand concepts related to the foreign exchange market.
- To develop an understanding on derivatives market.

**UNIT-I: INDIAN FINANCIAL SYSTEM**

Introduction-Importance and functions of Financial System- Structure of the Indian Financial System - Financial markets- Financial institutions- Financial Instruments-Financial Services.

**UNIT-II: MONEY MARKET:**

Introduction-Definition of Money Market- Structure of Indian Money Market-Features of Money Market-Composition of Money Market- Sub markets in the Indian Money Market-Money Market Instruments- Commercial Bills-Finance Bills or Usance Promissory Notes-Treasury Bills, Commercial papers, Certificate of Deposits, - Deficiencies of Money Market.

**UNIT-III: CAPITAL MARKET:**

Introduction- Meaning, Objectives and importance and Functions of Capital Markets – Structure of Indian Capital Market – Growth of Indian Capital Market- Capital Market Instruments- Industrial Securities (Ownership Securities, Creditorship Securities)-Gilt edged Securities (Government Securities, Semi Government Securities) - Regulation of Capital Market (SEBI)Primary Mary Market ( Functions, Methods and Operations of New Issue Market)- Secondary market (NSE)

**UNIT-IV: FOREIGN EXCHANGE MARKET:**

Features of Foreign Exchange Market-Functions and Organisation- Structure-Participants in the Foreign exchange Market- Forex Exchange rates (Spot & Forward) -Theory of Purchasing Power Parity -Arbitrage.

**UNIT-V: THE DERIVATIVES MARKETS:**

Futures (Swaps and forward contracts) & Options- Derivatives markets (MEFF) -Hedging Vs speculating with derivatives.

**Reference Books:**

1. Financial Markets, Institutions and Financial Services-Clifford Gomez-PHI Learning Private Limited.
2. L.M.Bhole, Financial Institution and Markets, McGraw hill.
3. Shashi K. Gupta, Nisha Agarwal and Neeti Gupta, Financial Institutions and Market, Kalyani Publications.
4. T.R. Jain, R.L.Sarma - Indian Financial System- VK Global publisher.
5. Jithendra Gala - Guide to Indian Stock markets, Buzzing Stock publishing house.
6. Saha Siddhartha- Indian financial System- and Markets - McGraw hill Publications.



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**COURSE 14.b: FINANCIAL MARKETS**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**COURSE 14.b: FINANCIAL MARKETS**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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## SEMESTER-V

### COURSE 15.a: PRODUCTION AND OPERATIONS MANAGEMENT

Theory

Credits: 4

4 hrs/week

#### Course objectives

- To equip the students with conceptual knowledge on Production and Operations Management
- To appreciate the need for selecting appropriate Plant location and layout.
- To understand the need for Capacity planning and controlling.
- To understand the importance of Productivity and Maintenance management.
- To comprehend the need for Inventory management and Quality management.

#### UNIT I: INTRODUCTION

Concept of Production and Operations Management, Nature and Scope of Production/Operations Management, Relationship with other Systems in the Organisation. Factors that affect production System, Difference between Manufacturing and Service Operations, Role of Production and Operations Manager.

#### UNIT II: FACILITY LOCATION

Facility Location- Importance, Factors effecting choice of Location, Location analysis techniques, Facility Layout – Objectives, Basic types of layouts, Advantages.

#### UNIT III: PRODUCTION PLANNING AND CONTROL

Production Planning & Control (PPC) –Concept, Objectives and Functions. Decisions relating to PPC. Capacity Planning- Factors affecting Capacity Planning, Capacity Planning Decisions.

#### UNIT IV: PRODUCTIVITY

Productivity- Definition, Factors affecting Productivity, Work Study- Time Study and Methods Study, Work Measurement, Control Charts, Maintenance Management.

#### UNIT V: MATERIAL MANAGEMENT AND QUALITY MANAGEMENT

Significance of Material Management, Material Planning and Inventory Control. Inventory Models, Inventory costs, Basic EOQ Model, Re-order Level, ABC Analysis. Quality Control, Total Quality Management.

#### Reference Books:

1. K Aswathappa, Production and Operations Management, Tata Mc Graw Hills India.
2. Dr.B.S.Goel, Production & Operations Management, Pragathi Prakashan, Meerut.
3. PankajMadan; Production and Operation Management, Global Vision Publishing.
4. R Panneerselvam , Production and Operations Management, PHI.





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**Semester - V**

**COURSE 15.a: PRODUCTION AND OPERATIONS MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - V**

**COURSE 15.a: PRODUCTION AND OPERATIONS MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-V**  
**COURSE 15.b: PROJECT MANAGEMENT**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To expose Students to the concepts of project management and planning.
- To enable students identify and select of project and its feasibility.
- To equip the students with network analysis tools and project evaluation techniques.
- To make them understand about the human aspects in managing the projects in an organisation.
- Demonstrate effective project execution and control techniques that result in successful projects.

**UNIT-I: PROJECT MANAGEMENT**

Definition of Project, Types of Projects. Project management –overview, significance of PM. Project Life Cycle-Project Initiation, Project Planning, Project Execution, Monitoring and Control, Project Closure. Typical project management issues.

**UNIT-II: PROJECT PLANNING AND SELECTION**

Project planning process- Sources of new project ideas, Preliminary screening of projects. Initial project coordination, Identification and determinants of cost of project, its financing. Project Appraisal, Feasibility studies- finance, technical and market potential, Creating a Project Action Plan, Creating the Work Break Down Structure.

**UNIT-III: NETWORK ANALYSIS AND PROJECT EVALUATION**

Project Network Analysis- PERT/CPM, Time estimates in Critical Path Analysis, Floats and Project Time–Cost Trade-off in Project Time Management. Project evaluation methods- Payback Period, Net Present Value, Internal Rate of Return and Project Evaluation under uncertainty.

**UNIT-IV: PROJECT ORGANIZATION**

Handling Human aspects of Project management, Roles and responsibilities of a Project Manager. Project Organization- The project as part of the Functional Organization, Pure Project Organization, The Matrix organization, Leadership Styles.

**UNIT-V: PROJECT MONITORING**

Designing the monitoring system, Project reporting, Measuring the performance of a project, Risk Management Process, Contingency Planning, Project Cost Management, Computerized Project Management Systems.

**Reference Books**

1. Gopala Krishnan & Rama Murthy, A Text book of Project Management, McMillan India
2. S. Choudhary, Project Management, Tata McGraw Hill Publication.
3. Clifford F Gray, Project Management: The Managerial Process, Oregon State University.
4. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
5. Erik Larson, Clifford Gray. Project Management. The Managerial Process. McGraw Hill Education.



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**Semester - V**

**COURSE 15.b: PROJECT MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - V**

**COURSE 15.b: PROJECT MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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## SEMESTER-VII

### COURSE 16.a: SERVICE MARKETING

Theory

Credits: 4

4 hrs/week

#### Course Objectives:

- To develop an understanding on service sector and services marketing.
- To learn about the service process and elements of services marketing mix.
- To understand and analyse customer expectations and perceptions towards services.
- To analyze the impact of service failure and develop service recovery strategies.
- To understand the functional aspects of various service sector units.

#### UNIT-I: INTRODUCTIONS TO SERVICES:

Role of services in Indian economy, nature of services, reasons for growth in service sector, types of services, difference between goods and services, need for service marketing and obstacles in service marketing- Growth in Services – Global & Indian Scenario.

#### UNIT-II: SERVICE MARKETING MIX:

Marketing management process for services -selecting target market - developing the service marketing mix - managing and controlling marketing efforts.

#### UNIT-III: CUSTOMER EXPECTATIONS OF SERVICE:

Factors influencing customer expectations of service, issues involving customer service expectations, Customer perception of service.

#### UNIT-IV: SERVICE QUALITY, SERVICE RECOVERY:

Impact of service failure and recovery, customer responds to service failure. Service recovery strategies, service guarantee-Service quality issues and the human dimension in Services.

#### UNIT-V: MARKETING OF SERVICES:

Banking and Insurance, Health care, Hospitality services, retail services-Business process outsourcing (BPO).

#### Reference Books:

1. K.Ram Mohan Rao, Service Marketing, Pearson Education.
2. Vasant Venugopal and Raghu N, Services Marketing, Himalaya Publishing House.
3. P.N. Reddy , Services Marketing , Himalaya Publishing House.
4. S M Jha, Services Marketing, Himalaya Publishing House.



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**Semester - VII**

**COURSE 16.a: SERVICE MARKETING**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - VII**

**COURSE 16.a: SERVICE MARKETING**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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## SEMESTER-VII

### COURSE 16.b: BRAND MANAGEMENT

Theory

Credits: 4

4 hrs/week

#### **COURSE OBJECTIVES:**

- To understand the methods of managing brands
- To Understand strategies for brand management.
- To study how brand communication is done by organisations.
- To successfully establish and sustain brands and lead to extensions.
- To understand the brand performance in modern digital world

#### **UNIT-I INTRODUCTION:**

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

#### **UNIT-II BRAND STRATEGIES:**

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

#### **UNIT-III BRAND COMMUNICATIONS:**

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

#### **UNIT-IV BRAND EXTENSION:**

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

#### **UNIT-V: BRAND PERFORMANCE:**

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

#### **Reference Books:**

1. Branding Concepts and Process by Pati D, Publisher: Macmillan
2. Brand Positioning by Subroto Sen Gupta, Publisher: Tata McGraw-Hill
3. Product Management in India by R. C. Majumdar, Publisher: Prentice-hall of India Pvt Ltd.
4. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall,
5. Moorthi YLR, Brand Management – I edition, Vikas Publishing House



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**Semester - VII**

**COURSE 16.b: BRAND MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**(Under Single Major w.e.f. 2026-27)**  
**Semester - VII**

**COURSE 16.b: BRAND MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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## SEMESTER-VII

### COURSE 17.a: FINANCIAL DERIVATIVES

Theory

Credits: 4

4 hrs/week

#### Course objectives

- To gain knowledge about various instruments
- To learn about forward contracts and advantages, disadvantages
- To understand about future contracts, mechanics of future contracts, advantages and disadvantages
- To learn about historical uses of options and types of options
- Knowledge regarding financial swaps

#### UNIT 1: INTRODUCTION:

Meaning of Derivatives - Common Derivatives- Characteristics of Derivatives- Significance of Derivatives - Origin and Evolution of Derivatives – types of derivatives- Derivatives vs. Shares Derivatives Markets-Growth and Functions- Traders in Derivatives Markets.

#### UNIT 2: FORWARD CONTRACTS:

Meaning – Classification- Features- Advantages- Disadvantages-Pricing Forwards Contracts - Hedging with Forward Contracts Offsetting the Forward Position.

#### UNIT 3: FUTURES CONTRACTS:

Meaning -Nature - Characteristics - Significance - Types- Comparison between Futures and Badla - Mechanics of Futures Contracts- Advantages and Risks of Trading in Futures over Cash- Margin Requirements in Futures Trading- Settlement of Futures Position- Participants in Futures Markets.

#### UNIT 4: OPTIONS CONTRACTS:

Meaning - Historical Uses of Options - Types of Option- Participants in the Options Market – Regulatory Frameworks & Terminology - Options vs. Futures.

#### UNIT 5: FINANCIAL SWAPS:

Meaning –Nature-Evolution - Features – Types of swaps: Interest Rate Swaps-currency swaps-Debt Equity Swap- Commodity Swap –Equity Index Swaps.

#### Reference Books:

1. Financial Derivatives: Bishnupriya Mishra, Sathya Swaroop Debasish –Excel Books 2007
2. Financial Derivatives: S.L.Gupta –PHI publications
3. Fundamentals of Financial Derivatives: Prafulla Kumar Swain –Himalaya publications.



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**Semester - VII**

**COURSE 17.a: FINANCIAL DERIVATIVES**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - VII**

**COURSE 17.a: FINANCIAL DERIVATIVES**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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## SEMESTER-VII

### COURSE 17.b: FINANCIAL SERVICES

Theory

Credits: 4

4 hrs/week

#### Course Objectives:

- To develop an understanding on regulatory framework of financial services in India.
- To enable the student to understand and evaluate the fee based and fund based financial services
- To gain knowledge on functions of Merchant Banker.
- To understanding Housing Finance Companies and guidelines for Housing finance.

#### UNIT-I: FINANCIAL SERVICES:

Nature-scope and objectives financial services-Types of financial services. Regulatory Framework of Financial services Growth of financial services in India. Problems of financial services in India.

#### UNIT-II: MERCHANT BANKING:

Meaning and Types – Role and responsibilities of Merchant Bankers in Issue Management- Underwriting guidelines-Regulations of Merchant Banking in India. Credit rating –Meaning, functions- debt rating system of CRISIL, ICRA and CARE.

#### UNIT-III: LEASING:

Types of Lease, Structuring and Funding of Leases -Advantages and disadvantages of leasing, Lease Evaluation (Basic Problems), Hire Purchase Agreements- Evaluation of Hire purchase Agreements. Mutual Funds,

#### UNIT-IV: VENTURE CAPITAL FINANCING:

Features, Process of venture financing-Modes of Venture Capital Assistance- Factoring and Forfeiting: Meaning, - Theoretical Frame work, factoring services in India.

#### UNIT-V: HOUSING FINANCE:

National Housing Bank (NHB), NHB's Housing Finance Companies- Need and nature-Fixed and Floating Rate Home Loans-Sources of Housing Finance in India. Growth of housing finance in India- Role of National Housing Bank-Concept of Mortgage and Reverse Mortgage-Housing loans and Mortgage Loans-Types of Mortgage Loans.

#### Recommended Books:

1. M Y Khan, Financial Services – TMH Publishers.
2. Vasant Desai, Financial Markets & Financial Services, Himalaya Publishing House, Mumbai
3. Siddiah. T, Financial Services, Pearson
4. Tripathi Nalini Prava, Financial Services, Prentice Hall of India
5. Guruswami.S, Financial Services, Tata Mc GrawHill Pvt Ltd, New Delhi
6. V.A. Avadhani, Indian Capital Market- Himalaya Publishing house.



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**Semester - VII**

**COURSE 17.b: FINANCIAL SERVICES**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>





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**Semester - VII**

**COURSE 17.b: FINANCIAL SERVICES**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VII**  
**COURSE 18.a: PERFORMANCE MANAGEMENT**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To acquire knowledge of Performance Management.
- To gain an understanding about performance management system.
- To understand Reward Systems and legal issues.
- To Evaluate Reward Systems and High Performing Teams
- To Apply Modern performance measurement frameworks

**UNIT I: INTRODUCTION TO PERFORMANCE MANAGEMENT:**

Definition, Scope and Significance - Advantages of Performance Management  
-Organizational Structure - Impact of Organizational structure and Operational Problems  
Performance management process - Performance Planning - Performance Appraisal -  
Performance Mentoring - Performance Management Strategic Planning.

**UNIT II: COMMUNICATION OF PERFORMANCE EXPECTATIONS:**

Job Description - Defining Performance and Choosing a measurement approach  
measuring results and Behaviors. Gathering performance Information – Presentation,  
Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success  
Factors Indicators– managing Metrics- Ownership and Responsibility.

**UNIT III: PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT:**

Performance Management Skills, performance Management Framework, Employee  
Assessment system, Role of HR Professionals in Performance management.

**UNIT IV: REWARD SYSTEMS AND LEGAL ISSUES AND HIGH PERFORMING TEAMS:**

Reasons for introducing contingent Pay Plan, Problems associated with contingent pay  
plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding-  
Legal Principles affecting Performance Management - Building and leading High  
performing teams - team oriented organizations - developing and leading high performing  
teams.

**UNIT V: MODERN PERFORMANCE MEASUREMENT FRAMEWORKS:**

Bench Marking, Six Sigma; Performance Prism, Forced ranking Balanced Score Card.  
Contemporary issues in performance management. Studying the impact of change in  
organization's structure, culture and strategy on the adoption of new performance  
measurement methods and techniques. Methods of PMS -Appraisal, Communication and  
Interview, Performance feedback and counselling, Talent Management.

**Reference Books:**

1. Herman Aguinis, Performance Management, Pearson Education.
2. Lance A. Berger and Dorothy, The Talent Management Hand Book. Tata Mc-Graw Hill.
3. Rao T.V, Appraising and Developing Managerial Performance. Excel Books.
4. Dixit Varsha, Performance Management. Vrinda Publications Ltd.



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**Semester - VII**

**COURSE 18.a: PERFORMANCE MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - VII**

**COURSE 18.a: PERFORMANCE MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VII**  
**COURSE 18.b: COMPENSATION MANAGEMENT**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To discuss the principles and importance of compensation management
- To relate the bases of compensation
- To appraise the present trends in calculation of incentives and other pay system
- To develop and design compensation system
- To identify the contemporary compensation practices

**UNIT I: INTRODUCTION TO COMPENSATION MANAGEMENT**

Introduction –Definition of Compensation Management - objectives of compensation – Principles of Compensation Management – Importance of Compensation Management - Types of wages. Exploring and Defining the compensation context – Intrinsic compensation - Extrinsic compensation -- Compensation Trends in India. - The 3-P compensation concept

**UNIT II: COMPENSATION PLANNING & BASES OF COMPENSATION:**

Compensation and its components - Compensation Planning: Level, Structure and Systems Decision – Compensation level planning- factors influencing compensation level planning : internal factors and external factors. Traditional Bases for Pay-Seniority and Longevity Pay- Merit Pay- Performance Appraisal- Methods- Biases -Strengthening the Pay for Performance Link- Possible Limitations of Merit Pay Programme

**UNIT III: INCENTIVE PAY & OTHER PAY SYSTEMS:**

Exploring Incentive Pay- Contrasting Incentive Pay with Traditional Pay. Individual Incentives- Types of Individual Incentives- Advantages and Disadvantages. Group Incentives- Types of Group Incentives- Advantages and Disadvantages. Companywide Incentives- Types- Designing Incentive Pay Programmes. Person Focused Pay- Competency Based Pay, Pay for Knowledge and Skill Based Pay, team based pay- Concepts.

**UNIT IV: DESIGNING COMPENSATION SYSTEM:**

Building internally consistent Compensation System - Creating Internal Equity through Job Analysis and Job Valuation - Building Market Competitive Compensation System – compensation surveys - Integrating Internal Job Structures with External Market - Building Pay Structures that Recognize Individual Contribution : Constructing pay structure. Pay structure variations – Broad banding- two tier pay structure.

**UNIT V: CONTEMPORARY STRATEGIC COMPENSATION:**

International compensation – components of international compensation – Executive compensation – components of executive compensation - Compensating the Flexible Workforce Contingent Employees – core and fringe compensation.

**Reference Books:**

1. Dipak Kumar Bhattacharya, Compensation Management , Oxford University Press.
2. Richard.I. Henderson: Compensation Management In A Knowledge Based World - Prentice- Hall.
3. Milkovich & Newman, Compensation, Tata McGraw –Hill, New Delhi.
4. Tapomoy Deb, Compensation Management text & cases, Excel Publication.
5. Joseph J. Martocchio, Strategic Compensation- A Human Resource Management Approach- Pearson Education.



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**Semester - VII**

**COURSE 18.b: COMPENSATION MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - VII**

**COURSE 18.b: COMPENSATION MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VII**  
**COURSE 19: CORPORATE PLANNING & STRATEGIC MANAGEMENT**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To understand the basic concepts, scope, and relevance of strategic planning in corporate settings.
- To analyze internal and external factors affecting strategic decisions.
- To learn methods and tools for developing corporate and business strategies.
- To understand the process and challenges involved in putting strategies into action.
- To learn how to monitor, evaluate, and adapt strategies in dynamic business environments.

**Unit 1: Introduction to Corporate Strategy and Planning**

Concept and Nature of Strategy - Levels of Strategy: Corporate, Business, Functional - Strategic Planning: Definition, Features, and Importance - Corporate Planning Process and Framework - Vision, Mission, Goals, and Objectives - Strategic Intent: Stretch, Leverage, and Fit.

**Unit 2: Environmental and Organizational Analysis**

Environmental Scanning: Micro and Macro Environments - PESTLE Analysis - Industry Analysis - Porter's Five Forces Model - Internal Analysis: Resource-Based View (RBV), Value Chain Analysis - SWOT and TOWS Matrix - Competitive Advantage and Core Competency.

**Unit 3: Strategy Formulation**

Corporate-Level Strategies: Growth, Stability, Retrenchment - Business-Level Strategies: Cost Leadership, Differentiation, Focus - Strategic Alternatives and Grand Strategies - Portfolio Analysis Tools: BCG Matrix, GE Matrix - Strategic Alliances, Mergers, and Acquisitions - Strategic Choice and Decision-Making.

**Unit 4: Strategy Implementation**

Organizational Structure and Strategy Alignment - Role of Leadership and Corporate Culture - Resource Allocation and Change Management - Functional Strategy Implementation: Marketing, HR, Finance, Operations - Balanced Scorecard and Performance Management - Barriers to Implementation and Overcoming Resistance.

**Unit 5: Strategy Evaluation and Emerging Trends**

Strategy Evaluation: Process and Criteria - Strategic Control and Feedback Mechanisms - Key Performance Indicators (KPIs) and Benchmarking - Corporate Governance and Business Ethics - Corporate Social Responsibility (CSR) and Sustainability - Strategic Management in the Digital and Global Era - Innovation and Strategic Agility.

**Reference Books:**

1. Strategic Management: Concepts and Cases – Fred R. David
2. Strategic Management – Azhar Kazmi
3. Business Policy and Strategic Management – T. L. Wheelen & J. D. Hunger
4. Corporate Strategy – Richard Lynch
5. Strategic Management and Business Policy – Thomas L. Wheelen & J. David Hunger
6. Business Policy by A. Kazmi
7. Exploring corporate strategy by G. John
8. Business Policy – W.F. Gluek.





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**COURSE 19: CORPORATE PLANNING & STRATEGIC MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**COURSE 19: CORPORATE PLANNING & STRATEGIC MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VII**  
**COURSE 20: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To understand the fundamentals, significance, and strategic alignment of supply chain operations.
- To learn the principles of designing effective distribution and logistics networks.
- To examine sourcing decisions, supplier relationships, and procurement strategies.
- To explore pricing strategies and revenue optimization in supply chains.
- To coordinate demand and supply through planning and forecasting tools.

**Unit 1: Introduction to Supply Chain Management**

Definition, Scope, and Importance of Supply Chain Management (SCM) - Supply Chain Participants and Flows (Information, Product, Finance) - Achieving Strategic Fit: Aligning Supply Chain and Competitive Strategy - Supply Chain Drivers and Metrics - Challenges and Trends in Modern Supply Chains.

**Unit 2: Supply Chain Network Design**

Distribution Network Design: Types and Trade-offs - Network Design in the Supply Chain - Role of E-Business in Supply Chain Design - Global Supply Chain Networks: Strategies and Challenges - Facility Location and Capacity Allocation.

**Unit 3: Sourcing and Procurement Strategies**

Role of Sourcing in Supply Chain - Supplier Selection and Evaluation - Strategic Sourcing and Procurement Models - Outsourcing vs. Insourcing Decisions - Procurement Risks and Contract Management - Sustainable and Ethical Sourcing.

**Unit 4: Pricing and Revenue Management**

Pricing Strategies in Supply Chain Context - Revenue Management and Dynamic Pricing - Cost Analysis and Total Cost of Ownership - Impact of Pricing on Supply Chain Performance - Pricing in E-Commerce and Omni channel Environments.

**Unit 5: Demand and Supply Coordination**

Demand Forecasting: Methods and Applications - Aggregate Planning and Capacity Planning - Sales and Operations Planning (S&OP) - Managing Supply Chain Uncertainty - Coordination in Supply Chains: Bullwhip Effect and Its Mitigation - Information Sharing and Collaboration

**Reference Books:**

1. Supply Chain Management: Strategy, Planning, and Operation – Sunil Chopra & Peter Meindl
2. Logistics and Supply Chain Management – Martin Christopher
3. Designing and Managing the Supply Chain – David Simchi-Levi
4. Essentials of Supply Chain Management – Michael Hugos
5. Supply Chain Management – Janat Shah



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**Semester - VII**

**COURSE 20: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - VII**

**COURSE 20: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I  
(or)  
(b) Essay type Question from Unit-I
10. (a) Essay type Question from Unit-II  
(or)  
(b) Essay type Question from Unit-II
11. (a) Essay type Question from Unit-III  
(or)  
(b) Essay type Question from Unit-III
12. (a) Essay type Question from Unit-IV  
(or)  
(b) Essay type Question from Unit-IV
13. (a) Essay type Question from Unit-V  
(or)  
(b) Essay type Question from Unit-V

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**SEMESTER-VIII**  
**COURSE 21.a: GLOBAL MARKETING MANAGEMENT**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To understand the various factors that influence the business at global level.
- To analyse the strategic segmentation, targeting and positioning (STP) process at global level.
- To analyse the marketing mix strategy at global level.
- To understand the effective global channels of distribution.
- To understand the various promotional strategies globally.

**UNIT-I: INTRODUCTION:**

Global Marketing Concept: Nature, Evolution and Scope of Global Marketing, Management Orientations (EPRG Framework), Global Environment: Economic, Socio-Cultural, Technological, Ecological, Political and Legal Environment.

**UNIT-II: STP STRATEGIES:**

Global Market Segmentation, Targeting and Positioning, Criteria for Global Market Selection, Basic Modes of Entry into Foreign Markets, Global Product Strategies: Ansoff Matrix, New Product Development at Global Level, Global Product Life Cycle, Building Global Brands.

**UNIT-III: GLOBAL PRICING:**

Objectives, Factors influencing Global pricing, Pricing Methods, Pricing Strategies, Transfer Pricing, Issues in Global Price Setting.

**UNIT-IV: GLOBAL DISTRIBUTION AND LOGISTICS:**

Global Channel Functions, Structure of Global Distribution Systems, Criteria for Channel Design.

**UNIT-V: INTERNATIONAL PROMOTIONAL POLICY:**

International Promotion, Concept, Strategies, International advertising, International Sales Promotion, Sales force and their management , other forms of promotion for global markets.

**Reference Books:**

1. Keifer Lee, Steve Carter, Global Marketing Management, Oxford University Press.
2. Wareen J. Keegan, Naval K. Bhargava, Global Marketing Management, Pearson Education.
3. Jean-Pierre Jennet & H. David Hennessey, Global Marketing strategies, Wiley India, Delhi.
4. Vasudeva: International Marketing, Excel Publications.



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**Semester - VIII**

**COURSE 21.a: GLOBAL MARKETING MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - VIII**

**COURSE 21.a: GLOBAL MARKETING MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VIII**  
**COURSE 21.b: INDUSTRIAL MARKETING**

Theory

Credits: 4

4 hrs/week

**COURSE OBJECTIVES:**

- To provide the students with in depth knowledge of industrial market structure
- To provide students with understanding of the various attributes and models applicable in Industrial Marketing.
- To identify the planning process in industrial marketing.
- To analyze the industrial market environment.
- To analyze the determinants of pricing and decision making.

**UNIT-1: BASIC OF INDUSTRIAL MARKETING:**

Concept of industrial marketing—Attributes of Marketing Strategy—Concept of Industrial Marketing—Definition of Industrial Marketing—Types of Product —Industrial Product—Types of Industrial Customers—Commercial Enterprises—Industrial Distributors and Dealers—Original Equipment Manufacturers (OEMs)—Government Customers—Institutions—Cooperative Societies

**UNIT-2: INDUSTRIAL BUYING BEHAVIOUR:**

Organisational Buying —Features of Organisational Buying—Types of buying Situation—Straight Rebuy—Modified Rebuy—New task—System buy—Buying Center Concept— The Buying Decision Process.

**UNIT-3: PRICING IN INDUSTRIAL MARKETING:**

Pricing Environment —Characteristics of Price—The Pricing Process in Industrial Marketing— Factors affecting industrial pricing decision —Pricing Objectives—Market Skimming —Market Penetration—Product Differentiation —Other pricing objectives.

**UNIT-4: INDUSTRIAL DISTRIBUTION CHANNEL:**

Marketing Channels Physical Distribution—Factors Affecting the Nature of Industrial Channels— Geographic Distribution —Channel Size—Characteristics of Intermediaries—Mixed System— Structure of Industrial Channel—Direct Channel—Indirect Channel—Types of Industrial Middlemen/Intermediaries—Industrial Distributors

**UNIT-5: SALES PROMOTIONS IN INDUSTRIAL MARKETING:**

Meaning and Definition—Need for Sales Promotion—Methods of Sales Promotion —Trade Shows —Public Relations—Publicity —Catalogs—Promotional Letters—Samples—Sales Contests— Entertainment—Promotional Novelties—Demonstration—Direct Marketing —Direct Mail— Telemarketing—Online marketing channels.

**Reference Books:**

1. Industrial Marketing: A Process of Creating and Maintaining Exchange by Krishnamacharyulu Csg, Lalitha R, Publisher: Jaico Book House
2. Industrial Marketing by Ghosh, Publisher: Oxford University Press
3. Industrial Marketing 2e by K. K. Havaldar, Publisher: Tata McGraw-Hill Publishing Company limited
4. Industrial Marketing Management by Govindarajan, Publisher: Vikas Publishing House Pvt Ltd.
5. Industrial Marketing by Phadtare M. T, Publisher: Prentice Hall of India Private Limited



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**COURSE 21.b: INDUSTRIAL MARKETING**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**COURSE 21.b: INDUSTRIAL MARKETING**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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## SEMESTER-VIII

### COURSE 22.a: INVESTMENT MANAGEMENT

Theory

Credits: 4

4 hrs/week

#### Course Objectives:

- To familiarize students with various forms of investment
- To understand the functioning of securities markets.
- To evaluate the risk and return associated with securities.
- To acquire knowledge on valuation of securities.
- To analyse the securities using fundamental and technical analysis.

#### UNIT-I: INVESTMENT:

Definition-Investment attributes, Objectives of Investment, Investment Vs Speculation, Features of Good Investment, Investment Process-Investment Instruments –Types.

#### Unit-II: SECURITIES MARKET:

Primary Market - Issue Management-Pre and Post Issue Management-Secondary Market-Major Players in the secondary market, Functioning of Stock Exchanges-Leading Stock Exchanges in India.

#### UNIT-III: RISK AND RETURN CONCEPTS:

Meaning- Elements of Risk- Systematic Risk, Unsystematic Risk, Calculation of Risk and Return.

#### UNIT-IV: VALUATION OF SECURITIES:

Equity shares- Valuation, Dividend Valuation models(problems), Bond Valuation(Problems), Bond Duration(Theory).

#### UNIT-V: SECURITY ANALYSIS:

Fundamental Analysis, Company Analysis, Industry Analysis, Economic Analysis, Technical Analysis. Theories: Dow Theory, Eliot wave theory, Charts-Types, Trends and Trend Reversal Patterns– Moving averages, ROC, RSI, Market Indicators.

#### Reference Books:

1. Prasanna Chandra, Investment Analysis and Portfolio management, TMH.
2. PunithavathyPandian, Security Analysis & Portfolio Management, Vikas Publications.
3. Fisher and Jordan, Security Analysis & Portfolio Management , Pearson.
4. Kevin S, Security Analysis & Portfolio Management, PHI.
5. Frank K.Reilly, Keith C. Brown, Investment Analysis & Portfolio Management, Cengage.



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**COURSE 22.a: INVESTMENT MANAGEMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - VIII**

**COURSE 22.a: INVESTMENT MANAGEMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VIII**  
**COURSE 22.b: INTERNATIONAL FINANCIAL MANAGEMENT**

Theory

Credits: 4

4 hrs/week

**Course objectives**

- To understand the terms and theories of international trade
- To ensure the knowledge about balance of payments, importance also accounting principles in BOP
- To learn about foreign exchange markets, understanding SPOT and forward rates
- To gain knowledge about exchange rate discrimination
- To understand various instruments like Euro currencies etc.,

**UNIT 1: INTRODUCTION:**

Spot And Forward Rates, Foreign Exchange Quotations- Premium International Trade- Its Importance – Theories Of International Trade –Theory Comparative Costs – Classical Theory, Absolute Advantage, Heckscher – Ohlin Theory, Free Trade V/S Protection Barriers To Foreign Trade, Tariff And Non Tariff Barriers.

**UNIT 2: BALANCE OF PAYMENT:**

Meaning Of Bop, Components Of Bop – Importance Of Bop – Meaning Of Deficit and Surplus – Equilibrium – Disequilibrium And Adjustments – Methods Of Correcting Disequilibrium – Accounting Principles In Bop.

**UNIT 3: FOREIGN EXCHANGE MARKETS:**

Define Foreign Exchange Markets – Its Structure – Settlement System –Exchange Rate – Participants, Understanding and Discount In Forward Market- Cross Rates- Inverse Rates and Arbitrage.

**UNIT 4: EXCHANGE RATE DISCRIMINATION:**

Determination Under Gold Standard And Paper Standard- Factors Affecting Exchange Rates – Purchasing Power Parity Theory- Demand And Supply Theory- Equilibrium Rate Of Exchange – Fluctuating V/S. Fixed Exchange Rates, Exchange Control- Exchange Control- Objectives Of Exchange Control.

**UNIT 5: INSTRUMENTS:**

ADR- GDR- Euro Currencies- International Commercial Papers. International Financial Institutions – Introduction To Imf – Importance –Functions And Significance.

**Reference Books:**

1. V.K.Bhalla- International Financial Management- S.Chand.
2. P.G.Apte - International Financial Management - Mc Graw Hill.
3. T. Siddaiah - International Financial Management - Pearson.
4. Vyuptakesh Sharan - International Financial Management - PHI Publications



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**COURSE 22.b: INTERNATIONAL FINANCIAL MANAGAMENT**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>





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**COURSE 22.b: INTERNATIONAL FINANCIAL MANAGAMENT**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VIII**  
**COURSE 23.a: LABOUR WELFARE**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To acquaint the students with special laws pertaining to Labour Welfare
- To study the demand and supply and aspects effecting labour welfare
- To understand various vulnerable groups of workers and legal provisions related to them.
- To aware about the working conditions of workers and legal provisions related to the accidents and hazards.
- To understand various agencies involved in labour welfare

**UNIT 1: LABOUR WELFARE:**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures –Theories of Labour Welfare- Evolution of Labour Welfare in India. Principles and approaches. Provisions for Labour welfare content in the Constitution of India

**UNIT 2: LABOUR MARKETS:**

Features, Demand and Supply of Labour, Nature and Characteristics of Labour Markets in India.- Labour Market Policies, Mobility of Labour -Socio-Economic aspects affecting Labour welfare, Productivity & Living standard of labour- Factors determining Labour Force- Labour Force & Human Development in India.

**UNIT 3: WELFARE OF SPECIAL CATEGORIES OF LABOUR:**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour – Social Assistance – Social Security – Implications.

**UNIT-4: AGENCIES OF LABOUR WELFARE**

Agencies of Labour welfare in India- State, Employer, Trade Unions, Voluntary Organisations - Labour Welfare Officer: role and functions- Labour Administration in India- Welfare Funds – Education and Training Schemes.

**UNIT-5: INDUSTRIAL SAFETY:**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counselling – Statutory Provisions. Fatigue, Frustration.

**Reference Books:**

1. A.M. Sarma – Aspects of Labour welfare & Social Security – Himalaya Publications.
2. Punekar & Deodhar – Labour welfare Tata MC Graw Hill Publishing.
3. Misra & Puri – Indian Economy – Himalaya Publications.
4. Dutt & Sundharam - Indian Economy S. Chand Publication.



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**COURSE 23.a: LABOUR WELFARE**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - VIII**

**COURSE 23.a: LABOUR WELFARE**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VIII**  
**COURSE 23.b: INDUSTRIAL SAFETY**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To achieve an understanding of principles of safety management.
- To enable the students to learn about various functions and activities of safety department.
- To enable students to conduct safety audit and write audit reports effectively in auditing situations.
- To have knowledge about sources of information for safety promotion and training.
- To familiarize students with evaluation of safety performance.

**UNIT-1: INTRODUCTION TO INDUSTRIAL SAFETY:**

Need for safety, Safety legislation: Acts and rules, Safety standards and codes, Safety policy: safety organization and responsibilities and authorities of different levels. Accident sequence theory, Nature of Accident, Process of accident, Causes of accidents, Accident prevention and control techniques, Plant safety inspections, Job safety Analysis and investigation of accidents.

**UNIT-2: SAFETY EDUCATION:**

Importance of training-identification of training needs-training methods – programmes, seminars, conferences, competitions – method of promoting safe practice - motivation – communication - role of government agencies and private consulting agencies in safety training – creating awareness, awards, celebrations, safety posters, safety displays, safety pledge, safety incentive scheme, safety campaign.

**UNIT-3: TRAINING PROGRAMS:**

In-Plant and Out-of – Plant Training. Seminars, workshops. Safety Induction Program for new recruits and workforce. Toolbox Talk. Job instructions vs. Safety Instructions- Employee Participation in Safety- Safety committee and union participation:

**UNIT-4: ACCIDENT PREVENTION:**

Definition : Incident, Accident, Injury , Dangerous occurrence ,Unsafe Act, Unsafe, Conditions, Hazards, Error, Oversight, Mistake ,Near Miss ,Electricity & Hazards ,Of Electricity, Explosives And ,Transportation Safety.

**UNIT-5: SAFETY AUDIT:**

Components of safety audit, types of audit, audit methodology, non-conformity reporting (NCR), audit checklist and report – review of inspection, remarks by government agencies, consultants, experts – perusal of accident and safety records, formats – implementation of audit indication - liaison with departments to ensure co-ordination – check list – identification of unsafe acts of workers and unsafe conditions in the shop floor.

**Reference Books:**

1. Blake R.B., “Industrial Safety” Prentice Hall, Inc., New Jersey,. 3rd Edition.
2. Dan Petersen, “Techniques of Safety Management”, McGraw-Hill Company, Tokyo.
3. Heinrich H.W. “Industrial Accident Prevention” McGraw-Hill Company, New York.
4. Industrial Safety, Health and Environment Management Systems, Prof. Sunil S.Rao & R.K.Jain, Khanna Publishing
5. Principles of Industrial Safety Management, Das Akhil Kumar, PHI Publishing.



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**COURSE 23.b: INDUSTRIAL SAFETY**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
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<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**COURSE 23.b: INDUSTRIAL SAFETY**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VIII**  
**COURSE 24: BUSINESS ETHICS**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To understand the fundamental concepts and significance of ethics in business.
- To explore common ethical challenges faced by businesses in various functions.
- To learn frameworks and processes for making ethical decisions in business.
- To understand the relationship between business, society, and the environment.
- To introduce philosophical foundations and Indian ethical perspectives relevant to business.

**Unit 1: Introduction to Business Ethics**

Definition and Importance of Business Ethics - Ethics vs. Morality - Ethical Theories: Utilitarianism, Deontology, Virtue Ethics - Ethics in the Indian Business Context - Benefits of Ethical Conduct in Business.

**Unit 2: Ethical Issues in Business**

Ethical Issues in Marketing (e.g., Advertising, Consumer Rights) - Ethics in Finance (e.g., Fraud, Insider Trading) - Human Resource Ethics (e.g., Discrimination, Workplace Harassment) - Corporate Social Responsibility (CSR) and Sustainability - Stakeholder vs. Shareholder Perspectives.

**Unit 3: Ethical Decision-Making**

Frameworks for Ethical Decision-Making - Individual vs. Organizational Ethics - Role of Leadership and Corporate Culture - Ethical Dilemmas and Conflict Resolution - Whistleblowing and Ethical Reporting.

**Unit 4: Business and Society**

Corporate Social Responsibility (CSR) Principles and Practices - Environmental Ethics and Sustainable Business Practices - Business Ethics and Human Rights - Ethical Challenges in Global Business and Multinational Corporations - Role of Government and Regulations in Promoting Ethics.

**Unit 5: Ethical Philosophy and Indian Perspectives**

Philosophical Approaches to Ethics (Western and Eastern) - Ethics in Bhagavad Gita and Upanishads - Teachings of Swami Vivekananda on Ethics and Work - Kautilya's Arthashastra and Ethical Governance - Integral Humanism and Its Application in Business.

**Reference Books:**

1. Business Ethics: Texts and Cases from the Indian Perspective, Fernando, A.C., Pearson Education.
2. Ethics in Business and Management: Concepts, Cases and Context, R. C. Sekhar, Tata McGraw-Hill.
3. Business Ethics: Concepts and Cases, Manuel G. Velasquez, Pearson Education.
4. Indian Ethos and Values for Management, G.R. Basotia and K.K. Sharma, Himalaya Publishing House.
5. Corporate Governance, Ethics and CSR, N. Balasubramanian, McGraw-Hill Education.
6. Business Ethics and Corporate Governance, B. N. Ghosh, McGraw-Hill Education.





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**Semester - VIII**

**COURSE 24: BUSINESS ETHICS**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



**KRISHNA UNIVERSITY, MACHILIPATNAM**  
**Four Year – BBA Honours (General), Examinations**  
**(Under Single Major w.e.f. 2026-27)**  
**Semester - VIII**

**COURSE 24: BUSINESS ETHICS**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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**SEMESTER-VIII**  
**COURSE 25: MANAGEMENT DECISION MODELS**

Theory

Credits: 4

4 hrs/week

**Course Objectives:**

- To introduce the basics of management science and decision modeling.
- To familiarize students with sampling techniques and index number construction for statistical analysis in business.
- To familiarize students with sampling techniques and index number construction for statistical analysis in business.
- To understand decision-making under competitive and uncertain environments.
- To introduce inventory models and demonstrate how they support business logistics.

**Unit 1: Foundations of Management Decision Models**

Introduction to Management Science - Role of Quantitative Models in Decision-Making - The Management Science Process: Problem Definition, Model Construction, Solution Techniques, Model Validation and Implementation - Formulating Business Problems in Quantitative Terms.

**Unit 2: Sampling and Index Numbers**

Sampling Theory: Definition, Purpose, and Principles - Types of Sampling Methods - Sample Size Determination - Sampling vs. Non-Sampling Errors. Index Numbers: Characteristics and Uses - Methods of Construction (e.g., Laspeyres, Paasche, Fisher) - Challenges and Limitations in Index Number Construction.

**Unit 3: Optimization Techniques**

Introduction to Optimization in Management - Linear Programming (LP): Formulating LP Problems, Graphical Method, Simplex Method, Sensitivity Analysis - Dynamic Programming (DP): Principles of Optimality, Recursive Equations, Stages and States in DP

**Unit 4: Strategic Decision-Making Models**

Decision-Making under Uncertainty: Introduction to Probability Theory, Expected Value and Utility Theory, Decision Trees and Risk Analysis - Queuing Theory: Structure of Queuing Systems, Performance Measures (e.g., wait time, system utilization), Business Applications (e.g., service centers, call routing)

**Unit 5: Inventory Management and Applications**

Basic Concepts in Inventory Management - Inventory Models: Economic Order Quantity (EOQ), Reorder Point and Safety Stock, Quantity Discounts - Just-in-Time (JIT) Inventory Systems - Role of Inventory in Supply Chain Management - Trade-offs: Carrying Costs vs. Stockouts.

**Reference Books:**

1. Business Statistics – S. P. Gupta & M. P. Gupta
2. Statistical Methods – S. P. Gupta & M. P. Gupta
3. Quantitative Analysis for Management by Barry Render, Ralph M. Stair, and Michael E. Hanna.
4. Introduction to Operations Research by Hillier and Lieberman
5. Games of Strategy by Avinash K. Dixit and Susan Skeath
6. Decision Analysis for Management Judgment by Paul Goodwin and George Wright
7. Inventory Control and Management by Donald Waters
8. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra and Peter Meindl



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**Semester - VIII**

**COURSE 25: MANAGEMENT DECISION MODELS**

**BLUEPRINT**

S.No.	Unit	Short Answer Questions (4 Marks)		Essay Type Questions (10 Marks)	
		No. of Questions	Marks	No. of Questions	Marks
1	I	2	8	2	20
2	II	1	4	2	20
3	III	2	8	2	20
4	IV	2	8	2	20
5	V	1	4	2	20
<b>Total</b>		<b>8</b>	<b>32</b>	<b>10</b>	<b>100</b>



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**Semester - VIII**

**COURSE 25: MANAGEMENT DECISION MODELS**

**QUESTION PAPER STRUCTURE**

Time: 3 Hours

Max Marks: 70

**Section- A**

Answer any **FIVE** of the following Questions

5x4=20 Marks

1. Short answer type question from Unit-I
2. Short answer type question from Unit-I
3. Short answer type question from Unit-II
4. Short answer type question from Unit-III
5. Short answer type question from Unit-III
6. Short answer type question from Unit-IV
7. Short answer type question from Unit-IV
8. Short answer type question from Unit-V

**Section-B**

Answer **ALL** the following questions

5 x 10=50 Marks

9. (a) Essay type Question from Unit-I

(or)

(b) Essay type Question from Unit-I

10. (a) Essay type Question from Unit-II

(or)

(b) Essay type Question from Unit-II

11. (a) Essay type Question from Unit-III

(or)

(b) Essay type Question from Unit-III

12. (a) Essay type Question from Unit-IV

(or)

(b) Essay type Question from Unit-IV

13. (a) Essay type Question from Unit-V

(or)

(b) Essay type Question from Unit-V

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