

MBA105: LEGAL FRAMEWORK FOR BUSINESS (4L + 1P + 0T)

Subject Code	MBA 105	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

The objectives of the course focus on instilling in students a strong sense of the legal and ethical issues permeating business; aiding students' comprehension of the legal and regulatory environment as well as the ethical considerations and substantive laws that shape business practices and policies; and developing students' analytical and problem solving ability.

Further the course helps the students to understand the cyber laws in india and their implications. The course helps to know the rights of consumers, rights to protection against fraudulent practices of sellers.

Course Outcomes

At the end of the course, the students will learn about the different legal aspects and ethical considerations of business, trends and amendments regarding different laws pertaining to business.

UNIT-I


The Indian Contract Act, 1872 : Definition of a Contract and its essentials, Formation of a valid Contract – Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract, Breach of a Contract & its Remedies- Special Contracts: Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

UNIT –II

The Limited Liability Partnership Act, 2008; Salient features of LLP; Difference between LLP, Partnership and a Company; LLP Agreement; Nature of LLP; Partners and Designated Partners; Incorporation Document; Incorporation by Registration; Registered office of LLP and Change therein; Change of Name; Partners and their Relations; Extent and Limitation of Liability of LLP and Partners; Whistle-blowing; Contributions, Financial Disclosures, Annual return, Taxation of LLP; Conversion to LLP; Winding up and Dissolution.

UNIT-III

The Sale of Goods Act, 1930: Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. The Negotiable Instrument Act, 1881: Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder-in-Due course. Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.


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UNIT-IV

The Companies Act, 2013 & Amendment Act, 2015– Nature and Kinds of Companies – Company Formation and Prospectus – Memorandum and Articles, Share Capital and Debentures, Membership – Management, Meetings and Winding-up of Company.

UNIT-V

Cyber Laws in India; Meaning and scope of Information Technology; Objectives of IT Act, 2000; Issues relating to Digital Signatures; Computer Crimes; Cyber regulations; Consumer Protection Act, 1986: Scope; Rights of Consumers; Dispute Resolution Commission – The Consumer Protection Bill, 2018; The Competition Act, 2002: Scope and its objectives, Functions, and Salient features

Case Study (Not Exceeding 300 words)

Practical Components:

- Make students identify the success and failures of companies due to non-compliance of regulatory and legal framework of India.
- Give exercises for clarity and conciseness on strong legal framework based on four key principles: simplicity, transparency, fairness and accountability.
- A suitable case is to be selected and administered in the class sticking
- The students should prepare cases of CSR and Corporate Governance
- Each student to give presentation of 5 minutes about Business, Society and Governance (this can be spread throughout the semester) and to be evaluated by the faculty.

REFERENCES BOOKS:

1. Maheswari, S. N., & Maheswari, S. K., Business Laws, Himalaya Publishing House, Mumbai
2. Chandra Bose, D., Business Laws, PHI Learning PVT Ltd., New Delhi
3. Gulshan S. S. – Business Law Including Company Law (Excel Books)
4. Avtar Singh – Principles of Mercantile Law, (Eastern Book Company, 7th Edition).
5. N.D. Kapoor & Rajni Abbi- General Laws & Procedures, Sultan Chand & Sons
6. Kumar, Ravinder (2016), Legal aspects of Business, Cengage Publishers, New Delhi.
7. CA. C., Rama Gopal, Business Legislation, New Age International Publishers, New Delhi
8. Lee Reach, Business Laws, Oxford University Press, UK
9. Sharma J. P., and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd, New Delhi.
10. Bhandari, Munish, Professional Approach to Corporate Laws and Practice, Bharat Law House, New Delhi.



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MBA106: FINANCIAL STATEMENTS ANALYSIS AND REPORTING**(4L + 1P + 0T)**

Subject Code	MBA 106	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to explain fundamental accounting concepts, their significance, the elements of financial statements, and basic accounting vocabulary; explain Legal requirements relating to Accounting Disclosures of various organizations, and IFRS; explain and Use the financial reporting and auditing procedures; and explain and use various cost management techniques. It also elucidates about Cost-Volume-Profit Analysis and Performance Evaluation of organizations in different sectors.

Course Outcomes

At the end of the course the students will acquire knowledge about accounting process and how to disclose the financial information to different stake holders. Further the students acquire knowledge about different reporting systems, the use of CVP analysis for evaluating the performance and profitability of organizations.

UNIT- I

Introduction to Financial, Cost and Management Accounting: Basic Accounting Concepts and Conventions – Accounting Records and Systems – Journal – Ledger – Trial Balance – Construction of Profit & Loss Account and Balance Sheet.

UNIT- II

Understanding Financial Statement: Construction and Analysis of Profit and Loss Account – Accounting for Liabilities – Financial Statement Analysis – Construction and Analysis of Funds Flow Statement, and Cash Flow Statement.

UNIT- III

Accounting for Capital Issues: Accounting for Issue, Allotment and Forfeiture of Shares, Accounting for Debentures Issues – Conversion – Accounting Procedures for Declaring and Distributing Dividends.

UNIT- IV

Financial Reporting and Auditing: Legal requirements relating to Accounting Disclosure – IFRS – Board's Report, Legal Requirements relating to Auditing (Brief) – Internal Controls, Accounting for Cash and Ethics – Forensic Accounting, Window Dressing – Sustainability Reporting.

UNIT- V


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Cost Management: Understanding and Classifying Costs – Cost Behavior – Planning for profit and Cost control – Cost Management Process – Cost Management Techniques – Marginal Costing – Cost-Volume-Profit Analysis – Performance Evaluation.

(Case Study/ Problem from either Unit-2, 3 or unit-5 only)

Practical Components:

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Exposing the students to usage of accounting software's (Preferably Tally)
- Identify the sustainability report of a company and study the contents.
- Collecting audit reports of the companies and analyze them using different auditing techniques.

REFERENCE BOOKS:

1. Anthony, Robert N and James Reece, *Accounting Principles*, All India Traveler Book Seller, ND.
2. Horngren, Charles T., *Introduction to Management Accounting*, PHI, NJ.
3. Maheswari SNN, *Management Accounting and Financial Control*, Mahavir Book Depot.
4. Noore Carl L and Robert K. Joedicke, *Managerial Accounting*, South Western Pub. Co.
5. Rober S. Kaplan and Anthony A. Atkinson *Advanced Management Accounting* (PHI), New Delhi.
6. Jack L. Smith, Robert M. Keith and William L. Stephens, *Managerial Accounting*, McGraw Hill.
7. Bhatatosh Banarjee, *Financial Policy and Management Accounting*, The World Press.
8. I.M. Pandey, *Management Accounting*, Vikas Publishing House.
9. Marriot, *Introduction of Accounting*, Sage Response Books.
10. Jasmine Kaur, *IFRS: A Practical approach*, McGraw Hill.
11. Ashish K Bhattacharya, *Introduction to Financial Statement Analysis*, Elsevier India.
12. Raman B. S, *Financial Accounting*, Vol. I & Vol. II, 1/e, United Publishers, 2009.


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MBA107: BUSINESS ENVIRONEMENT (4L + 1P + 0T)

Subject Code	MBA 107	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to understand the various internal and external factors that influences business organizations, challenges and complexities faced by businesses and their leaders as they endeavor to maximize returns while responsibly managing their duties to all stakeholders of business; understand the rationale for government interventions in market systems; to understand the structural dimensions of Indian economy and its trends; understand and appreciate the social aspects of business; develop Social Responsibility and make their own judgments as to the proper balance of attention to multiple bottom lines; develop the skills needed to work through ethical dilemmas in a globalised economicera. The course aims to understand the evolution of Indian industry, concept of FDI, competitiveness, and globalization of Business.

Course Outcomes

At the end of the course the students will learn the various factors; internal and external that effect the business. The students also acquire knowledge about the responsibilities of business organizations towards different stake holders. Further the students also learn the concepts of FDI and competitiveness in the globalized era.

UNIT-I

Introduction – Dynamic Factors of Business Environment: Economic, Socio-Cultural, Political/ Legal, regulatory, and Technological Environment – Changing Role of Government – Social Responsibilities of Business.

UNIT-II

Overview of Indian Economy: Structural Dimensions of Indian Economy – Trends and Structure of Indian Economy– Public Sector in India – Private Sector in India – Small sector in India – Sickness in Indian Industry – Legal Framework: Special features of The SICA (Special Provisions) 1985, and BIFR.

UNIT-III

Planning and Policies: Planning Goals and Strategies – Evolution of Industrial Policy – Regulatory and Promotional Framework – Current State of Growth and Investment – Policy on Foreign Direct Investment in Indian industry – Interface between Government and Public Sector – India's Competitiveness in the World Economy.

UNIT-IV

External Sector: Globalization Trends and Challenges –Balance of Payments Trends – India's


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Trade Policy: Magnitude and Direction of Indian International Trade, Bilateral and Multilateral Trade Agreements, New EXIM Policy, Role of EXIM Bank– Exchange Rate Movements and their Impact – India's External Debt – External Influences on India's Business Environment.

UNIT-V

New Economic Policy Environment in India: Liberalization, Globalization, and Privatization – Industrial Policy of 1991 and Recent Developments– Financial Sector Reforms – Indian Banking Sector – Fiscal Sector Reforms – Economic Reforms and Social Justice – Special Economic Zones (SEZs) – Environmental and sustainability Issues in Development – Corporate Governance: Elements of Governance in Organizations, Obligation to Stakeholders of Business, Major Corporate Governance Failures in Domestic and MNCs

Case Study (Not Exceeding 300 words)

Practical Components:

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on "The relationship between Business, Government and Society in Indian Context and relating the same with respect to the models studied in unit-I.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

Reference Books:

1. Douglas E. Geer, *Business, Government and Society*, 3rd Edition, Prentice Hall.
2. John Steiner and George Steiner, *Business, Government and Society: A Managerial Perspective*, TMH.
3. AC Fernando, *Business Ethics: An Indian Perspective*, Pearson publications, 2009.
4. Boatright, *Ethics and the conduct of Business*, fifth edition, Pearson publications, 2007
5. M. Friedman, *The social responsibility of business is to increase its profits*, New York Times Magazine, Sept 13, 1970
6. Manual G Velasquez, *Business Ethics: Concepts & Cases*, sixth edition, PHI publications, 2010.
7. K. Aswathappa, *Essentials of Business Environment*, Himalya Publishing House.
8. Justin Paul, *Business Environment*, Tata McGraw Hill.
9. Francis Cherunilam, *Business Environment – Text and Cases*, Himalya Publishing
10. Recent Economic Survey Reports – Government of India
11. Praveen B Malla, *Corporate Governance: Concept, Evolution and India Story*, Routledge.
12. Bob Tricker, *Corporate Governance: Principles, Policies and Practices*, Oxford University Press.
13. Mathur, *Corporate Governance and Business Ethics*, Macmillan India Ltd.


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MBA108: SOFT & ENTREPRENEURSHIP SKILLS (2L + 1P + 0T)

Subject Code	MBA 108	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives

By the end of the course, students will be able to communicate with required clarity ensuring that the information communicated is clear and accurate; understand and apply basic computer working, basic operating system and uses internet services to get accustomed & take benefit of IT developments in the industry; Motivation technique based on Needs and Field Situation, Idealizing; Knowledge of entrepreneurship and identify establishment for supporting the development of businesses/entrepreneurship; to know about factors that affect the development of Entrepreneurship and Small Business and characteristics of Small Business also comply time management technique in day to daywork.

Course Outcomes

The students at the end of this course learn about the significance of communication skills, computer skills, and importance of time management in the organizations. The students also get acquainted with the concepts of entrepreneurship and managing small businesses.

UNIT-I

Effective Communication: Concept of Effective Communication, Components of Effective Communication - Conviction, confidence & enthusiasm, Listening; Communication Process & Handling them; KISS (keep it short & simple) in communication - composing effective messages; Barriers to Communication- Int. & Ext Barriers Intrinsic Motivation, Perception, Language, Fear Power of speech etc; Listening -it's importance, Good and bad listening; Non- Verbal Communication - its importance and Nuances Facial Expression, Posture, Gesture, eye contact, Appearance (Dress Code). Development Competency / Proficiency in English /Vernacular Language.

UNIT-II

Self & Time Management: Self-Management, Identifying one's strength and weakness, Planning & Goal setting, Managing self - emotions, ego, pride- Time Management concept, Attendance, Discipline & Punctuality, Act in time on commitment.

UNIT-III

Motivation Techniques & Interpersonal Skill Development: Motivation technique based on Needs and Field Situation, Idealizing – Interpersonal Skill, Importance of Interpersonal Skill

UNIT-IV

Entrepreneurship: Definition of Entrepreneurship from Different Perspectives, Outline the Importance of Entrepreneurship, Explain the Reasons why Entrepreneurship should be Developed in a Country – Characteristics of an entrepreneur – Factors that Affect the Development of Entrepreneurship – Small Business – Characteristics of Small Business – Procedure for Registering a Business.



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UNIT-V

Starting a New Enterprises: Mobilize Resources; Reorganize Resources; Advantages and Disadvantages of the Various Sources of Funds; Ecosystem; Occupational Safety, Health Accident and Safety Environment Education – Business Ethics – Sexual Harassment.

Practical Components:

- Practice on Oral and spoken communication skill & testing –voice & accent, voice clarity, voice modulation & intonation, word stress etc.
- Study of different pictorial expression of non-verbal communication and its analysisPractice on Self Evaluation
- Apply oneself to a task independently with self-motivation
- Practice by game play & other learning methodology for achieving targets and getting ofright first time.

Reference Books:

1. Soft skills Training – A workbook to develop skills for employment by Fredrick H. Wentz
2. Personality Development and Soft skills , Oxford University Press by Barun K. Mitra
3. The Time Trap : the Classic book on Time Management by R. Alec Mackenzie
4. "Effective Group Discussion: Theory and Practice" by Gloria J. Galanes, Katherine Adams, John K. Brillhart.
5. "Effective Presentation", 3rd Edition by Ros Jay, Antony Jay published by Pearson.
6. "Effective Presentation Skills" (A Fifty-Minute Series Book) by Steve Mandel.
7. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India.
8. Developing Communication Skills by Krishna Mohan and MeeraBanerji; MacMillan India Ltd.



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MBA109: PERSONALITY DEVELOPMENT (2L + 1P + 0T)

Subject Code	MBA 109	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives:

By the end of the course, students will be able to develop orientation towards business etiquettes and the proper etiquette to be practiced in different business scenarios; to learn the etiquette requirements for meeting, and internet business interactions scenarios; to identify the causes of Conflicts and their Resolution and Management of nervousness in social situations.

Course Outcomes:

At the end of the course, students will be able to learn and apply business etiquette, impression management, interpersonal relations, and also how to resolve conflicts in an organization.

UNIT-I

Introduction to Personality: Concept, Meaning and Definition of Personality – Physical Appearance and Body Language – Voice Modulation and Diction – Communication styles.

UNIT-II

Business Style and Professional Image: Dress Code – Guidelines for Appropriate Business Attire– Multi-cultural Dressing – Personal Grooming for Success – Business Etiquettes, Media Etiquettes, and Table Etiquettes.

UNIT-III

Impression Management: Impression Formation – Tactics – Self presentational Motive – Compass Qualities – Toxic Traits – Social Context: Norms and Roles – Powerful Persuasion Strategies.

UNIT-IV

Interpersonal Relations & Conflict Management: Analysis of different Ego States – Analysis of Transactions – Causes of Conflicts – Conflicts Resolution and Management.

UNIT-V

Stress and Time Management: Causes of Stress, Types of Stress – Coping with Stress and stress Management Techniques – Time as a Resource – Individual Time Management Styles – Better Time Management Techniques.

REFERENCE BOOKS:

1. MitraBarun, *Personality Development and Soft Skills*, Oxford University Press.
2. E.H. McGrath, *Basic Managerial Skills for all*, Prentice Hall.


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MBA110: EMOTIONAL INTELLIGENCE FOR MANAGERS (2L+ 1P+0T)

Subject Code	MBA 110	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives:

This course will enable the students to become aware of the emotions and their sources; learn how to deal with emotions. Making use of Enneagram typology, the course will focus on the managerial competencies and their emotional impacts; Emotional Competence Framework, and how Emotional Transformation can be made; to know about Sources of EI in Organizations and role of EI on Organizational effectiveness

Course Outcomes:

At the end of the course, the students will be able to manage emotions, importance of emotional intelligence in work place, and organizational effectiveness

UNIT-I

Introduction: Emotions and the Tripartite Brain – Emotions and Enneagram – Role of Emotions– Emotions and Attitudes – Fundamentals of Emotional Intelligence – Emotional Intelligence Models and Theories –Managing Emotions.

UNIT-II

Emotional Intelligence at Work: Intrapersonal and interpersonal Emotional Intelligence – Emotional Intelligence and Personality – Importance of Emotional Intelligence at Work – Empathy and Social Skills at Work Place – Individual and Group level Emotional Intelligence at Work.

UNIT-III

Executive Emotional Intelligence: Executive Emotional Quotient – Emotional Competence Framework – Emotional Transformation – Measuring Emotional Intelligence – Benefits of Emotional Intelligence.

UNIT-IV

Managerial Effectiveness: Understanding Organizational Goals – Innovation & Creativity – Optimizing Resources – Execution Skills (PDCA Cycle) – Challenges faced by Organizations –Expectations from Practicing Managers.

UNIT-V

Emotional Intelligence and Organizational Effectiveness: Sources of EI in Organizations – Role of EI on Organizational effectiveness in the areas of Employ Recruitment and Selection – Team Work – Productivity – Efficiency – Quality of Service.

Reference Books:

1. The Brain and Emotional Intelligence: New Insights by Daniel Goleman
2. Dalip Singh, Emotional Intelligence at Work: A Professional Guide, Response Books, New


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3. Daniel Goleman, Working with Emotional Intelligence, Bloomesbury.
4. Goleman, Emotional Intelligence: Why It Can Matter More Than IQ, Academic Internet Publishers, 2006.
5. Daniel Goleman, Leadership: The Power of Emotional Intelligence; Selected Writings.
6. HendrieWeisenger, Emotional intelligence at work – The untapped edge for success, Wiley- India.
7. Steven J. Stein, Emotional Intelligence for Dummies, Wiley Publishers.

Websites:

- http://www.unh.edu/emotional_intelligence/ci%20Reprints/EIpubs%201990-1999.htm
- <http://www.dirjournal.com/guides/emotional-intelligence/>
- <http://eqi.org/>
- <http://www.emotionalintelligencecourse.com/eq-blog/>
- <http://www.byronstock.com/emotional-intelligence-blog/>
- <http://completeintelligence.com/blog/just-what-is-emotional-intelligence/>



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MBA 201: MARKETING MANAGEMENT
(4L + 1P + 0T)

Subject Code	MBA 201	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives:

The objective of this course is to introduce students to the concepts, analyses, and activities that comprise marketing management, and to provide practice in assessing and solving marketing problems. This course helps the students to know the significance of marketing research in estimating demand for the products; further it helps in understanding the changing marketing practices as per the changing customer preferences. The course is also a foundation for advanced electives in marketing as well as other business/social sciencedisciplines.

Course Outcomes

At the end of the course, the students learns the concepts of marketing, buying and selling of goods, marketing research to understand changing customers preferences. Further the course helps the students to acquaint with the concepts of marketing mix, channels of distribution and novel marketing practices in the global scenario.

UNIT -I

Introduction: Basic marketing concepts – Understanding Customers – Company Orientation towards Marketing – Transaction Vs Relationship Marketing – Analyzing Markets and Customers – Integrated Marketing Concept – Defining and Delivering Customer Value and Satisfaction – Value Chain – Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions – Marketing Research and Information – Adapting Marketing to New Liberalized Economy – Digitalization and Customization – Changing Marketing Practices: e-marketing, Tele Marketing, Cause Marketing, Societal Marketing, Rural Marketing, Green Marketing, Emotional Marketing, Guerrilla Marketing.

UNIT-II

Strategic Marketing Planning – Buyer Behavior – Consumer vs. Organizational Buyers – Market Segmentation and Targeting – Positioning and Differentiation Strategies – Marketing Mix – Product Decisions: Concept of a Product, and Classification of Products – Product Mix and Line Decisions – Product Life Cycle – Strategic Implications – New Product Development and Consumer Adoption Process – Price Setting: Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes.

UNIT-III

Marketing Communication: Concept, Definition, and Importance – Marketing Communication Mix – Promotion Decisions – Integrated Marketing Communication – IMC Planning Process – Integrated Communications Strategy – Recent trends in Marketing communications.


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UNIT-IV

Marketing Channel System – Functions and Flows – Channel Design – Channel management – Selection, Training, Motivation, and Evaluation of Channel Members – Channel dynamics: VMS, HMS, and MMS – Distribution Strategy – Market Logistics Decisions.

UNIT-V

Marketing Organization and Control: Types of Marketing Organization Structures, and Factors Affecting Marketing Organization – Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – Customer Relationship Marketing – Customer Attracting and Retaining Customers – Consumerism – Consumer Rights and Marketers' Responsibilities.

Case Study (Not Exceeding 300 words)

Practical Components:

- Analyze different needs and wants of consumers in your locality or region
- Analyze the prevalent marketing environment in your locality or region.
- Analyze Product Life Cycle of few Products like consumer durables (ex., Electronic goods, Computers, etc.).
- Analyze Packaging strategies used by FMCG companies
- Analyze Marketing strategies/planning used by automobile cosmetic and FMCG companies

Reference Books:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, *Marketing Management - A South Asian Perspective*, Pearson Education.
2. Agarwal, P.K., *Marketing Management – An Indian perspective*, Pragati Prakasham
3. Kazmi SHH, *Marketing Management Text and Cases*, Excel.
4. Philip Kotler and Armstrong G., *MARKETING*, Prentice Hall of India, 12th Edition.
5. Ramaswamy V.S. & Nama Kumari, S., *Marketing Management – Planning and Control*, Macmillan.
6. Jayachandran S., *Marketing Management*, Excel Books.
7. Michale J. Etzel, Broce J. Walker, William J. Stanton, *Marketing*, Tata McGraw Hill.
8. William J Stanton, *Fundamentals of Marketing*, McGraw-Hill.
9. Palmer – *Introduction to Marketing*, Oxford University Press.
10. Zinkota & Kotabe, *Marketing Management*, Prentice Hall of India.



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MBA 202: HUMAN RESOURCE MANAGEMENT (4L + 1P + 0T)

Subject Code	MBA 202	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives: by the end of the course, students will be able to

- To develop a meaningful understanding of HRM theory, functions and practices;
- To apply HRM concepts and skills across various types of organizations.
- This course helps students to understand changing role of HR manager in the globalized era.

Course Outcomes

At the end of the course, the students will be acquainted with the functions of HRM like recruitment, selection, training, performance appraisal and compensation management. The students also learn about the changing role of HR manager and the challenges of HR manager in the globalized era.

UNIT-I

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives and Functions of HRM – Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HR Manager – Models of HRM – HRM in a Changing Environment.

UNIT-II

Procurement: HR Job Analysis – Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning – Demand Forecasting and Process of HR Planning – Problems and Limitations of HRP – Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, Recruitment Organisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, and Recent Trends in Recruitment Practices – Selection: Meaning, Definition, Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection – Placement, Induction, and Socialization.

UNIT-III

Development and Performance Management: Objectives of Training, Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Training and Development Programmes – Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, Problems of Performance appraisal, and Post Appraisal Feedback.


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UNIT-IV

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development – Compensation Management: Definition, Need for Sound salary Administration, Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management, Job Evaluation – Employee Welfare Measures.

UNIT-V

Maintaining: HRM Approach to Employee – Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL – Retirement, Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing – HRM Changes in Management Control Systems: HRIS, HRM Accounting, and HR Audit – International HRM: Perspectives and Challenges – Grievance and Disciplinary Procedure – HR Research.

Case Study (Not Exceeding 300 words)

Practical Components:

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

REFERENCE BOOKS:

1. Monappa, A., and Saiyaddin.M., *Personnel Management*, Tata McGraw Hill.
2. DeCenzo and Robbins, Stephen, P., *Personnel/ Human Resource Management*, Prentice Hall of India.
3. Dessler, *Human Resource Management*, Pearson Education.
4. Singh. N. K., *Human Resources Management*, Excel Books.
5. Subba Rao, P., *Human Resource Management and Industrial Relations*, Himalaya Publishing House.
6. Aswathappa. K., *Human Resource and Personnel Management*, Tata McGraw Hill.
7. V.S.P.Rao, *Human Resources Management*, Excel Books.
8. Pattanyak, *Human Resource Management*, Prentice Hall of India.
9. Flippo E.E., *Personnel Management*, McGraw Hill.
10. Memoria C.B., *Personnel Management*, Himalaya Publishers.
11. Ivancvceovich, *Human Resources Management*, McGraw Hill.


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MBA 203: FINANCIAL MANAGEMENT (4L + 1P + 0T)

Subject Code	MBA 203	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives:

The purpose of the course is manifold: (1) to give understanding and perspective on financial management function in the company and its relation to domestic and international economy, (2) to provide illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management, (3) the course enables the students to understand the process of evaluating the financial performance of organizations using various tools and techniques.

Course Outcomes

The course enables the students to learn about different functions of financial management like procuring finance, investment decisions, dividend decisions and liquidity management in the organizations.

UNIT-I

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals – Changing Role of Finance Managers – Time value for money – Present Value – Risk and Return – Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and Financial Forecasting

(Theory and Problems).

UNIT-II

Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis – Cost of Capital – Measurement of Specific Costs of Capital – Weighted Average Cost of Capital **(Theory and Problems).**

UNIT-III

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – *Capital Budgeting*: Nature, Scope, Significance, and Risks in Capital Budgeting – Techniques of Capital Budgeting: Traditional and DCF techniques – Risk Analysis in Capital Budgeting. **(Theory and Problems)**

UNIT-IV

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements – Operating cycle– Financing of Working Capital– Management of Cash, Receivables, and Inventory –Management of Profits: Dividend Policy and Dividend Theories. **(Theory and Problems).**

UNIT-V

Financial Analysis: Types of ratios, Classification and analysis through ratios, Advantages and Limitations of ratio analysis (**Theory and Problems**).

Case Study (Not Exceeding 300 words) or Problem

Practical components:

- Students are expected to study any five companies' financial reports and submit a report on their financial planning and financial forecast.
- A group assignment on "capital structure of any three big domestic companies and any three MNCs with respect to the models studied in unit-3."
- Case studies on dividend policies of various companies with respect to Indian context.

References Books:

1. James C Van Horne & John M. Wachowicz Jr, *Fundamentals of Financial Management*, Prentice Hall of India, New Delhi.
2. Arthur Keown, John Martin, William Petty & David Scott Jr, *Financial Management: Principles and Applications*, Prentice Hall of India, New Delhi.
3. Brealey, Richard and Myers Stewart. C., *Principles of Corporate Finance*, McGraw Hill, New Delhi.
4. Brigham F Eugene and Houston F Joel, *Fundamentals of Financial Management*, International Students Edition.
5. Hampton J John, *Financial Decision Making: Concepts, Problems and Cases*, Prentice Hall of India, New Delhi.
6. Weston, J F and Brigham, E. F., *Essentials of Managerial Finance*, Pearson Education.
7. James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India.
8. Chandra Bose D., *Fundamentals of Financial Management*, Prentice Hall of India.
9. Khan M Y and Jain P. K., *Financial Management: Text and Problems*, Tata McGraw Hill.
10. Pandey I M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
11. Pandey & Bhat, *Cases in Financial Management*, Tata McGraw Hill.
12. Prasanna Chandra, *Financial Management – Theory and Practice*, Tata McGraw Hill.



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MBA 204: OPERATIONS MANAGEMENT (4L + 1P + 0T)

Subject Code	MBA 204	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives:

To understand the strategic role of operations management in creating and enhancing a firm's competitive advantages; understand key concepts and issues of OM in both manufacturing and service organizations; the course helps the students to know the significance of materials management in organizations. Further it helps to understand the different aspects of quality and systems of quality management.

Course Outcomes

At the end of the course the students learn about the different aspects of operations management, need for materials management and quality management in organizations.

UNIT-I

Production and Operations Management -An Overview : Operations as a Function – Production Systems - Facilities location - Layout Design - Product and Process Design – Materials Handling- Value Analysis - Operations Strategy – World Class Manufacturing.

UNIT-II

Operations Planning and Control: Forecasting as a planning tool, Forecasting types and methods, Mass and Batch Production Planning - Production Planning and Control techniques – Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations - Work Design: Method Study and Work Measurement - Work Sampling.

UNIT-III

Maintenance Management: Need for Maintenance Management – Maintenance Alternatives - Equipment life cycle – Managing of Work Environment – Waste Management - Automation –Technology Management.

UNIT-IV

Materials Management: An Overview of Materials Management - Material Requirements Planning - Purchase Management - Stores Management - Inventory Planning and Control Systems - Just-in-Time Systems – Perpetual Inventory Control System.

UNIT-V

Quality Management: Acceptance Sampling - Statistical Quality Control - ISO-9000 Standards – Economics of Quality Assurance – Improvement of Operations: Quality Circles - Six Sigma and Kanban System - Total Quality Management.

Case Study (Not Exceeding 300 words) or Problem


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REFERENCE BOOKS:

1. Chary, S.N. Production and Operations Management. New Delhi, TMH, New Delhi.
2. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
3. Everett E. Adam, Jr., Ronald J. Ebert, Production and Operations Management, PHI, New Delhi.
4. Gopalakrishnan P. and Sundaresan. M., Materials Management - An Integrated Approach, PHI, NewDelhi.
5. Krishnaswamy. K.N., Cases in Production/Operations Management, PHI, New Delhi.
6. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education.
7. Pannerselvam R., Production and Operations Management, PHI, New Delhi.
8. Thomas E. Morton, Production Operations Management, Vikas, New Delhi.



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MBA 205: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT**(4L + 1P + 0T)**

Subject Code	MBA 205	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

The objective of this course is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur and to develop perspective understanding of start-ups and MSMEs in the Indian context. The course enables to have an understanding of growth of entrepreneurship in India, problems of rural entrepreneurship, women entrepreneurship. Further the course helps the students to acquaint themselves with the knowledge of writing a business plan, role of MSMEs in economic development and different kinds of support available from different institutions.

Course Outcomes

The course makes the students to learn about the qualities of entrepreneurs, the concept of intrapreneurship, women entrepreneurship, the role of MSMEs in the economic development of the country and different agencies to support the functioning of MSMEs in the country.

UNIT-I

Introduction to Entrepreneurship: Concept of Entrepreneur – Characteristics of an Entrepreneur– Distinction between an Entrepreneur and Intrapreneur and a Manager – Functions of an Entrepreneur – Common Myths -Types of Entrepreneurs, — Types of Start-up Firms –Importance of Entrepreneurship: Economic Impact – Impact on Society – Entrepreneurial Process. Growth of Entrepreneurship in India – Recent Trends in Women Entrepreneurship and Rural Entrepreneurship – Problems and Perspectives

UNIT-II

Developing Successful Business Ideas: Recognizing Opportunities and Generating Ideas – Feasibility Analysis: Product/Service Feasibility – Industry/ Market Feasibility – Financial Feasibility – Industry and Competitor Analysis: Industry Analysis – Competitive Analysis – Developing an effective Business Model: Business Models – Components of an effective Business Model – Building a new venture Team – Assessing a new venture's financial strength and viability – Preparing the proper ethical and legal foundation – Writing a Business Plan.

UNIT-III

Preparation of Project Report and Financing Ventures: Meaning of DPR - Importance of Project Report - Preparation of Project report — Content; Guidelines for Report preparation – Sources of Finance – Concept of working Capital and Estimation – Seed Capital – Venture Capital.


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UNIT-IV

Promotion of MSMEs: Definitions, Characteristics – Relationships of MSME – Relationship with large units – Export Oriented Units - Rationale – Objectives – Scope of Small Enterprises – Opportunities for an Entrepreneurial career – Role of Small Enterprises in Economic Development – Causes and Symptoms of Sickness – Cure for Sickness.

UNIT-V

Institutional support to Entrepreneurs: Commercial Banks – Other major financial institutions – Central Level Institutions - NSIC: National Productivity Council (NPC); – State Level Institutions – DIC – SFC-state Small Industries Development Corporation (SSIDC) – Industry Associations – Confederation of Indian Industry(CII) ; Federation of Indian Chamber of Commerce Industry (FICCI); Associated Chambers of Commerce and Industry of India (ASSOCHAM).

Case Study (Not Exceeding 300 words)

Practical Components:

- Students must attend all of the workshops
- Students will be expected to read widely on the academic literature of entrepreneurship
- and understand how the various themes in the theoretical literature
- Students will be expected to prepare, present in class and work on team assignments

Reference Books:

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Vijay Sathe, "Corporate Entrepreneurship" 1st edition, 2009, Cambridge
3. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
4. Badhai, B 'Entrepreneurship for Engineers', DhanpatRai& co. (p) Ltd.
3. Vasanth Desai, "Dynamics of Entrepreneurial Development & Management", 2007, HPH.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1st Ed. Cengage Learning.
6. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
7. E – Book, MSME at a glance – English version, Ministry of MSME.
8. JaynalUd – Din Ahmed and Abdul Rashid, MSME in India, New Century Publications.
9. Saini, J. S., 'Entrepreneurial Development Programms and Practices', Deep & Deep Publications (P), Ltd.
10. Gupta and Srinivasan, 'Entrepreneurial Development', S. Chand & Sons, New Delhi.



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MBA206: MANAGEMENT INFORMATION SYSTEMS (4L + 1P + 1T)

Subject Code	MBA 206	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making. Further the course enables the students to learn the use of MIS in different functional areas of business.

Course Outcomes:

At the end of the course, the students will be able to know the significance and use of Information Systems in organizations for taking decisions regarding strategies to the development of the organisations.

UNIT - I

Introduction: Managerial Overview of Information Technology – Information as a Strategic Resource – Use of Information for Competitive Advantage – Types of Information Systems used in operational, tactical and strategic level – Modern Organization - IT enabled – Technology Road Map for the Organization, Matching MIS Plan to the Organizational Strategic Plan. Challenges for the IT manager in Networked-Dispersed organizations – Information Systems Architecture – Computer Hardware – Computer Software – Computer Networks – Topologies of Different Networks – Cloud computing.

UNIT-II

MIS Planning & MIS Design: Assessing Enterprise Information requirements – Design and Implementation Concepts – Systems Concept – Acquiring Information Systems Contemporary Approaches. Systems Development Life Cycle:— Systems Engineering, Analysis and Design, Development, Testing, Implementation and Maintenance – Alternative System Building Approaches.

UNIT- III

Data Management and Decision Support Systems: Data Management: Importance of Database management, Types of DBMS, Importance of RDBMS – Data Warehousing and Data Mining –Business Intelligence and Analytics – DSS, DSS applications – Group Decision Support Systems– Executive Information Systems – Executive Support Systems – Geographical Information Systems – Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence.

UNIT – IV

MIS in Functional Application and ERP: MIS in Functional Areas – MIS in Accounting, MIS in Marketing-CRM, MIS in HR- Performance Management, MIS in operations- Logistics


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management – ERP – Emerging IT Trends – Electronic Data Interchange – Extended Enterprise Systems – Managing International Information Systems.

UNIT – V

Digital Firms and Ethical Issues: MIS Model for a Digital Firm – Organization Structure for Digital Firm – e-Business Models and Applications – Mobile Computing, Call Centers, BPO. Management Issues in MIS: Information Security and Control Systems, Success and Failure, Quality Assurance – Ethical and Social Dimensions – Intellectual Property Rights as Related to IT Services / IT Products.

Case Study (Not Exceeding 300 words)

Reference Books:

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
2. O'Brien James - Management Information System (Tata McGraw Hill, 12th Ed.)
3. Jawedkar W S - Management Information System (Tata McGraw Hill, 3rd Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. Murdick, Ross, Claggett – Information System for Modern Management (PHI, 3rd Ed.)



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MBA207: OPERATIONS RESEARCH (4L + 1P + 1T)

Subject Code	MBA 207	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives:

This course will provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. The subject imparts skills in the use of various mathematical models with Operations Research approach in solving real problems in industry and thereby facilitates the managerial decision making process. This course will provide critical understanding of operations research concepts that yield a competitive advantage through operational excellence.

Course Outcomes:

At the end of the course, the students will acquire knowledge about the concept of modelling, the significance of different techniques of operations research in business decision making.

UNIT-I

Operations Research – Uses, Scope, and Applications of Operation Research in Managerial Decision-making – O.R. Models – Formulation of Models – Using Models for Problem Solving – Techniques of Operations Research – Limitations of Operations Research – Linear Programming: Mathematical Formulations of LP Models for Product-mix Problems – Graphical Method – Simplex Method and its Applications.

UNIT-II

Duality and Sensitivity Analysis: Duality in Linear Programming – Technical Issues in Simplex Method – Project Management – Network Models: PERT, and CPM and its Applications.

UNIT-III

Transportation Problem: Introduction – Methods for Finding Initial Solution – Optimum Solution – MODI Method – Assignment Problem: Hungarian Method.

UNIT-IV

Game Theory – Introduction – Two Person Zero sum games – Pure and Mixed Strategies – Dominance Principles – Graphical method – Decision Theory and its Applications.

UNIT-V

Queuing model (M / M / I ONLY): Components, Basic Structure, and Assumptions – waiting line Decision Problem – Simulation: Process of Simulation, Applications of Simulation to Different Management Problems.

Case Study (Not Exceeding 300 words)



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Practical Components:

□ Students will discuss minimum three cases to be discussed for each OR techniques

REFERENCE BOOKS:

1. Taha M.A., *Operations Research*, Mac Milan.
2. Anand Sharma, *Operations Research*, Himalaya Publishing House.
3. Kantiswarup, P.K.Gupta and Manmohan, *Operations Research*, Sultan Chand & Sons.
4. Kalavarthy, S. *Operations Research*, Vikas Publishers House Pvt Ltd.
5. Franks S. BuknickMcleavey, Richard Mojena, *Principles of Operations Research for Management*, AITBS publishers.
6. Kapoor, V.K., *Operation Research Techniques for Management*, Sultan Chand & Sons.
7. Sharma, J. K., *Operation Research – Theory and Applications*, MacMillan



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MBA 208 MOOCS FROM SWAYAM & OTHERS

Subject Code	MBA 208	A Pass Certificate with 50 % marks
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Course Objectives:

The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

The fundamental objective of the MOOCS is to acquaint the students for Online Learning.

Course Outcomes:

At the end of the course, the students will learn different courses in Online Mode and get certified by Institutions that offer the course, upon successful completion of the course(s).

Institutes/Universities/Organisations offering MOOCS in India:

(1) Indian Institute of Management, Bangalore MOOCs

- Healthcare in India: Strategic Perspectives
- Introduction to Banking and Financial Markets-I
- Introduction to Banking and Financial Markets-II
- Statistics for Business-I
- Statistics for Business-II
- Do your Venture: Entrepreneurship for everyone
- Introduction to Investments
- Innovation and IT Management
- Predictive Analytics
- Strategy and sustainable Enterprise
- Introduction to Corporate Finance

(2) IIT, Bombay

- Inferential and Predictive Statistics for Business
- Corporate Strategy
- Exploring and Producing data for Business Decision Making
- Accounting for Business Decision Making: Strategy Assessment and Control
- New Models of Business in Society
- Digital Analytics for Marketing professionals: Marketing Analytics in Theory
- Engagement and Nurture Marketing Strategies
- Leadership through design Innovation
- Brand and Product Management
- Finance for Everyone: Markets
- Financial Evaluation and Strategy: Corporate Finance
- Managing the Company of the Future
- Creating and Develop a tech startup
- Understanding Financial Statements: Company Performance-I
- Understanding Financial Statements: Company Performance-II

(3) Indian HRD Ministry's MOOC Platform – SWAYAM



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(4) National Programming on Technology Enhanced Learning (NPTEL), IITMadras

- Applied Multivariate Statistical Modelling
- Bank Management
- Commercial Banking Credit Risk Modelling & Management
- Consumer Behaviour
- Econometric Modelling
- Global Supply Chain Management
- Entrepreneurial Finance
- Infrastructure Finance

(5). IRDA Certified courses in Insurance and Risk Management

(6) NISM Mutual Fund Certification Course

(7) NSE-NCFM Modules (any one module)



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MBA 209 INDUSTRY AND BUSINESS ANALYSIS LAB (2L + 1P + 0T)

Subject Code	MBA 209	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives:

- To help the students understand the dynamics of a specific industry,
- To acquaint students with various issues particular to an industry and
- To provide a cross-functional perspective of the functioning of a business enterprise and an industry.

Course Outcomes:

At the end of the course, the students will be able to know about how to analyse the performance of industry as a whole, break up capacity among key players, business functions of key players, global issues affecting the industry, Social Inclusion initiatives.

UNIT-I

Industry Analysis – the Basics: Nature of the Industry, Players in Industry – Nature of Competition from an Economist's Perspective – Market Shares of top 3 & bottom 3 players – Possible Classification of Players into Leaders, Challengers, Followers, Nichers – Positioning & Differentiation Strategies of Key Players – Branding Strategies – Pricing Policies, Cartelization if any and Comments thereon – Capacity Analysis – Total Capacity of the Industry and Break up Capacity Amongst key Players – Planned Future Capacity Additions – Geographical Spread of Plants/Facilities/ Capacities (Domestics as well as Global) – Demand Supply Balance in the Industry – Key Factors Affecting Demand – Key Supply side Constraints – Professional Trade Bodies of the Industry – Business Functions carried out Online by the key Players – Online Presence.

UNIT-II

Promoters & Management Ethos: Background of Promoter Groups of top 3 and Bottom 3 Players in the Industry – Management Ethos and Philosophy – Brief Profiles of CMDs, CEOs, and Key Top Management Personnel with their Career Highlights – Detailed Profile of one Distinguished Top Management Personnel each from any Two Players in the Industry – CSR Policy – Corporate Governance Initiatives – Initiatives towards Social Inclusion – Initiatives towards Environment Conservation.

UNIT-III

External Environment: Controlling Ministry and / or Regulator if any for the Industry – Regulatory Actions against the Players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, etc. against Irregularities, Legal Violations if any – Regulatory Policies at the State, National and Global Level and their Impact on the industry as a whole with Analysis of Impact on top 3 Players – Key National and Global Issues Affecting the Industry – Key Initiatives by the Government to Promote the Industry – Environmental Issues.


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UNIT-IV

Financials: Profitability, Revenues, Margins of Top 3 & Bottom 3 Players over the last 3 years and Trends/Changes therein – Sick Players if any and Their Turnaround Strategies, if any – Key Factors Contributing to Costs – Ratio Analysis of Financial Data for last 3 years for Top 5 and Bottom 5 Companies in the Industry.

UNIT-V

Recent Developments: Impact of Key Relevant Provisions of the latest Fiscal Policy on the Industry and Various Players therein – Analysis of Key relevant Provisions of Latest Exim Policy in case of Industries that are Focused on Global Markets for Exports or Industries that have significant import Components – Key Alliances in the past 5 years and their Performance & Impact on other Players in the Industry – Mergers & Acquisitions, if any – Technological Developments – Labor Unrest if any – Reasons thereof and Impact on the Particular Player and the Industry as a whole – Emerging first Generation Entrepreneurs, if any, in the Industry – Corporate Wars & Feuds in the Industry, if any.

Practical Components:

- Students should work in groups of 3 to 5 each under the guidance of a faculty.
- Students shall study various aspects of any TWO industries (group of similar business entities) of their choice.
- Focus shall be the comparative and historical analysis across the players in the industry.
- Students shall submit a structured detailed report.

Learning Resources:

1 Supplementary Annual reports of various companies

Reading

Material

Economic Times

Business Standard

Business Line

Business Today

Business India

2 Websites Websites of various companies

Websites of various ministries of the Government of India

Websites of various trade bodies

Websites of stock exchanges

3 Journals Journals Economic and Political Weekly



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MBA 210 - MS EXCEL & ACCOUNTING TALLY LAB (2L + 1P + 0T)

Subject Code	MBA 210	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives:

- (1) To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications,
- (2) To provide students hands on experience on MS Excel in different versions of Microsoft OS,
- (3) To gain proficiency in creating solutions for Data Management and Reporting, and
- (4) To learn about Tally Software and gain proficiency in creating and exporting data and reports obtained in Tally Software.

Course Outcomes:

At the end of the course, the students will learn how to use different versions of MS Excel, the advanced data options available, how to enter financial data in Tally, and how to interpret the financial results obtained from Tally.

UNIT-I

Introduction: Understanding Excel's Files, Ribbon and Shortcut – Create a workbook – Enter data in a Worksheet – Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table – Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter – Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts – Working with Cells and Ranges: Formatting Cells, Name Manager – Visualizing Data Using Conditional Formatting: Apply Conditional Formatting – Printing Your Work: Print a Worksheet, Using Print Preview & Other Utilities.

UNIT-II

Lab based Evaluation-1: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to Column – Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index

UNIT-III

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations – Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities – Using Custom Number Formats: Right Click, Format Cells Window – Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab – Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT-IV

Computers and Accounting: Fundamentals of Computerised Accounting – Computerized

Accounting Vs Manual Accounting – Features of Tally – Procedure for Creating a New Company – Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups – Display of Predefined Vouchers – Voucher Creations and Alteration of Vouchers while or after Entering Transaction – Types of Vouchers – Payment Voucher – Receipt Voucher – Sales Voucher – Purchase Vouchers.

UNIT-V

Accounting Tally: Ledger – Groups in Tally – Primary Groups, Sub-groups, Creation of Ledger -process of Creation of Ledger – Balance Sheet at the Gateway of Tally – Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports – Creation of Stock Categories – Stock Items – Stock Groups

Reference Books:

1. Tally – Accounting software S. Palanivel – Marghan Publications
2. Computer Applications in Business – Dr. Rajkumar

Learning Resources:

- 1 Text Books Excel 2010 Bible [With CDROM] by John Walkenbach, John Wiley & Sons, 2010 Edition

- 2 Reference Books

Excel 2007 for Dummies by Greg Harvey

New Perspectives on Microsoft Office Excel 2007

- 3 Supplementary Reading Material

www.hrdaip.gov.in/Downloads/04_MS%20Excel.pdf

www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf

www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf

www.microagecs.com/apps/training/courseware/excel.pdf

www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf

- 4 Websites <http://office.microsoft.com/en-us/>

<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx>

<http://office.microsoft.com/en-us/excel/>

<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>

<http://www.baycongroup.com/el0.html>

http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.html

<http://www.computerhope.com/shortcut/excel.html>



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MBA 301: STRATEGIC MANAGEMENT (4L + 1P + 1T)

Subject Code	MBA 301	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objective:

The purpose of this course is to provide an understanding of how strategic decisions are to be taken and implemented in the changing environment scenario. With this course the student will be able to understand the different stages of strategic management process. The study of this course enables the students to learn various strategies that can be applied in the decision making so as to enhance organizational effectiveness, productivity and profitability.

Course Outcomes

At the end of the course, the students will learn about the process of strategic management, the different types of strategies used in the process of development and revival of businesses, implementation issues faced by managers and top management in the process of strategy implementation.

UNIT-I

Evolution of Strategic Management – Concept, Definition, Need and Scope, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Strategic Decision Making – Stages of Strategic Management: Strategy Formulation, Strategy Execution and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.

UNIT-II

Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value-Chain Approach – Corporate Level Analysis: BCG, GE Nine-cell Matrix, Bodnet Market Evolution Matrix, Hofer's Product Market Evolution and Shell Directional Policy Matrix – Industry Level Analysis: Porters's Forces Model – Qualitative Factors in Strategic Choice – Distinctive Competitiveness – Concept of Strategic Business Units (SBUs).

UNIT-III

Resource Allocation (Technological and Demand Forecasting): Budgets, Organization Structure, Matching Structure and Strategy, and Behavioral issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Building a Capable organization, and Functional Issues – Functional Plans and Policies – Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination Strategies;

UNIT-IV

Expansion and Growth Strategies: Types of Expansion Strategies – Intensification Strategies: Market Penetration, Market Development and Product Development – Diversification Strategies: Vertically Integrated, Concentric and Conglomerate Diversification Strategies, and their Importance Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, Strategic Alliances, and Collaborative Partnerships – Turnaround Management Strategies

UNIT-V:

Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues – Organizational Learning – Structures for Strategies – Organizational Leadership and Corporate Culture – The concept of Balanced Score Card – Triple Bottom line Approach – Strategy Evaluation and Control: Purpose of Strategic Control, Strategic, Budgetary and Operational Control – Strategic Control Process – Strategic Audit.

Case Study (Not Exceeding 300 words)

Practical Component:


Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:

- Executive Summary
- Overview of Business and industry analysis
- Description of recommended strategy and justification
- Broad functional objectives and Key Result Areas.
- Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts. Analyzing Mission and Vision statements of a few companies and comparing them

Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyze the news items to understand and write down the company's strategy and execution efficiency. Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market? Analyze the internal and external factors. Map out GE 9-cell matrix and BCG matrix for some companies and compare them. Conduct SWOT analysis of your institution and validate it by discussing with faculty. Conduct SWOT analysis of companies around your campus by talking to them.

Reference Text Books:

1. J A. Pearce II and R. B. Robinson Jr., Strategic Management Formulation Implementation and Control, Tata McGraw Hill.
2. Ansoff H. Igor, Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion, McGraw – Hill, New York.
3. V.S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books.
4. Andrews, Kenneth R., The Concept of Corporate Strategy, Dow – Jones – Irwin, Homewood (Illinois).
5. Glueck, William F. and Lawrence R. Jauch., Business Policy and Strategic Management, McGrawHill, International Edition.
6. Hamel, G. and S.K. Prahalad, Competing for the Future, Harvard Business School Press.
7. Kazmi, Azhar., Business Policy, Tata McGraw Hill.
8. NitinBalwani, Strategic Management & Business Policy, Excel Books, New Delhi
9. Hamel, G. and S.K. Prahalad, Competing for the Future, Harvard Business School Press, Boston, 1994.


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10. Srinivasan R., Strategic Management – The Indian Context, Prentice Hall of India.
11. Vipin Gupta, Gollakota&Srinivasan, Business Policy and Strategic Management – Concepts and Applications, Prentice Hall of India.
12. Arthur Sharplin., Strategic Management, McGraw Hill.



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MBA 302: PROJECT MANAGEMENT

Subject Code	MBA 302	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

The purpose of this course is to provide an understanding of how projects are planned and implemented in the changing environment scenario. The course helps to understand how to select, plan and implement projects and the different methods used for evaluation of projects. Further the study of the course helps to know how to measure the performance of the projects and how to control the deviations in the project.

Course Outcomes:

At the end of the course, the students acquire knowledge about project management, techniques of project management, learn how to select, plan, implement and evaluate the performance of projects.

UNIT I

Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles.

UNIT II

Project Identification, Selection and Planning: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Social Cost Benefit Analysis, Feasibility Studies, Project Break-even point Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS) PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System.

UNIT III

Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts.


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UNIT IV

Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering, Project Management Information System: Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS Purchasing and Contracting for Projects: Introduction, Purchase Cycle, Contract Management, Procurement Process.

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UNIT-V

Project Performance Measurement and Evaluation: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects.

Project Execution and Control: Introduction, Project Execution, Project Control Process, Purpose of Project Execution and Control

Project Close-out, Termination and Follow-up: Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

Project Management Software: Introduction, Advantages of Using Project Management Software.

Case Study (Not Exceeding 300 words)

Practical Component

1. Students can evaluate the Business Cases relating to various projects
2. Students should submit assignments and also participate in seminars relating to Project Management.
3. Students should also conduct Group Discussions on topics relating Project Management.

References:

1. Larson, E.W. and Gray, C.F. (2018), Project management the managerial process, Seventh Edition, McGraw-Hill
2. Raworth, K. (2017), Doughnut Economics, Seven ways to think like a 21st Century Economist, Random House
3. Russel, J.A. (2017), A brief guide to Business Classics, Robinson
- Marr, B. (2014), 25 Need to Know Key Performance Indicators, Pearson.


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MBA303 MKT: Consumer Behaviour & Marketing Research (4L + 1P + 1T)

Subject Code	MBA 303MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

- To understand the concept of consumer behaviour, decision making by consumers, behaviour variables and influences on consumer behaviour.
- To comprehend the social and cultural dimensions of consumer behaviour, factors impacting attitudes and behaviour.
- To arm the budding marketers with an insight of the psychological and behavioural concepts of consumers thus enabling them to achieve their objectives and excel
- To provide an understanding of the basics of marketing research and to build a research vocabulary, key terms and ideas.
- To provide a balance of the theoretical and practical aspects of marketing research and encourage the students to take up analytical and critical thinking through research.
- To highlight importance of research in consumer behaviour and marketing.

Learning Outcomes:

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

- Understand concept and overview of consumer behaviour.
- Explore models of consumer behaviour.
- Explain Individual determinants of consumer behaviour.
- Understand marketing research and its process.
- Explore applications of marketing research.

UNIT-I

Consumer Behavior: Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behavior and Consumer Research – Models of Consumer Behavior – Application of Consumer Behavior and Knowledge in Marketing – Profile of the Indian Consumer and Understanding their Needs.

UNIT-II

Individual Determinants of CB: Perception: Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality: Nature, Theories, self concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation &

Change – Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories – Learning: Concept, Definition, Learning Theories and their Applications. Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Application of Reference Group Concept – Family: Functions of Family, Family Decision Making – Environmental Influences on CB: Social Class, Life Style, Profile of Social Class, and Application of CB – Culture: Characteristics, and Cross Cultural Understanding.

UNIT-III

Consumer Decision Making Process: Routinised Response, Limited and Extensive Problem Solving Behavior – Models of CB: Nicosia, Howard & Sheth, Engel-Kollat; Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process.

UNIT-IV

Marketing Research: Meaning, Nature, Significance – Marketing Research as an element of marketing information system – Marketing Intelligence Approaches – Marketing Research during Different Phases; Interaction between Management & Marketing Research – Management uses of Marketing Research – Problem Formulation – Marketing Research Process – Types of Marketing Research.

UNIT-V

Applications of Marketing Research: Product Research, Advertising Research, Copy Testing, Test Marketing, Sales & Marketing effectiveness, Internet Marketing Research, Cool hunting, and Commercial Eye Tracking – Marketing research in India – Ethical Issues Involved in Marketing Research.

Case Study (Not Exceeding 300 words)

Practical Component

- ✦ Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- ✦ Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
- ✦ Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- ✦ Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?
- ✦ Choose 5 successful products or services and identify the insight behind them through a field survey.
- ✦ Do a comprehensive essay on the difference between consumer vs. trade vs. Competition insights & how best to exploit them.
- ✦ Take 5 recent digital innovations e.g. twitter or face book and identify the insights.
- ✦ Locate 5 non-users of search or mail and Interview their reasons.


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♣ Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class.

♣ Choose 3 successful movies e.g. Dabang&Zindaginamilegi&My name is Khan—and interview consumers about the reasons for their success. Similarly repeat this with 3 recent expensive flop movies and Present your findings to the class.

Reference Books:

1. Hawkins, Best, Coney, Consumer Behavior Building Marketing Strategy, Tata McGraw Hill.
2. Leen G. Schiffman and L.H.Kanuk., Consumer Behavior, Pearson Education.
3. Panwar, J.S., Beyond Consumer Marketing, Sage Response Books, New Delhi.
4. Deon ., Buyer Behavior, Oxford University Press.
5. Henry Assael., Consumer Behavior, Willey India, New Delhi.
6. NareshMalhotra ., Marketing Research, Pearson.
7. Gilbert A. Churchill, Jr and Down Iacobucci., Marketing Research Methodological Foundation, Cengage.
8. Donald S Tull and Del I Hawkins., Marketing Research Measurement and Methods, McGraw Hill publishers.



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MBA304 MKT: Product and Brand Management (4L + 1P + 1T)

Subject Code	MBA 304MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

The objective of this course is to introduce students to a range of subjects that are of immediate and practical importance to a product manager. The objective of the course is also to equip students with theoretical and practical knowledge necessary for a successful and efficient management of brands. It provides the framework for the analysis of the main factors determining success of a brand in the market and introduces techniques and tools necessary for management of brands, such as: development of vision for the brand, identify the correct market niche, design a communication and marketing strategy and implement it

Course Outcomes:

1. Understand the nuances of product and product concepts.
2. Understand key principles of branding
3. Explain branding concepts and ideas in their own words
4. Understand and conduct the measurement of brand equity and brand performance
5. Describe the purpose and methods of effectively managing brands including how to build brand equity and establish brand identity.
6. Formulate effective brand strategies for consumer and business goods and services.
7. Demonstrate the ability to conduct a critical brand audit, including recommendations for changes and improvement in brand management.

UNIT-I

Product: Concepts, Product Levels, Product Hierarchy, and Product Classification – Product Life Cycle – Portfolio Management – Market Potential – Product Demand Pattern and Trend Analysis – New Product: Planning, Development Strategies, and Launching Strategies.

UNIT-II

Product Mix - A Strategic Choice: Product Mix Decisions, Product Line Decision – strategic Decision involving Adding or Pruning Product Lines – Concept of Product Positioning: Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy, and Developing Positioning Strategy – Product Research: Importance, Tools and Analysis.

UNIT-III

Brand: Meaning, Definition, Evolution of Brands, Different Types of Brands, Functions of Brand to Consumer – Role of Brand – Advantages of Brand – Product Vs Brand – Brand Life Cycle – Branding: Meaning, Creation of Brands – Branding Decisions – Brand Management: Meaning and Definition – Strategic Brand Management Process: Meaning, Steps in Brand



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Management Process – Concept of Brand Equity: Customer Based Brand Equity, and Models of CBBE – Brand Building and its Implications – Brand Value Chain.

UNIT-IV

Branding Strategies: Multiple Branding, Brand Extension, Co-branding Strategies, Brand Personality, Brand Image Building, Brand Repositioning, Brand Leveraging – Branding Impact on Buyers and Competitors – Methods for Measuring Brand Equity – Methods for Measuring Brand Performance – Brand Audit.

UNIT-V

Brand Rejuvenation and Re-launch – Brand Development through Acquisition, Takes over and Merger – Brand Licensing and Franchising – Role of Packaging and Labeling – Brand Success Strategies – Brand Loyalty Programs – Building Global Brands – Branding Failures.


Case Study (Not Exceeding 300 words)

Practical Component:

- Students can choose any consumer durable products or FMCGs and identify their elements of positioning.
- Students can do a mini project on product mix decisions of FMCG/Consumer durables/automobile companies in India.
- Students can discuss about PLCS of any consumer durable or FMCG product
- Students can go to a supermarket and find the brand elements in various brands of soaps, mobiles, consumer durables and other products
- Students can pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions?
- Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy
- Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management.
- Students can select any two popular brands and identify and examine the criteria for success in the luxury brand industry.
- Students form brand management teams and conduct a brand audit. Every team must study a different brand, and brands are assigned as fairly as possible.

Reference Books:

1. Kevin Lane Keller, Strategic brand Management, Person Education, New Delhi.
2. Jean Noel, Kapferer, Strategic brand Management, The Free Press, New York.
3. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York,
4. S.Ramesh Kumar, Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi.
5. Richard Elliott & Larry Perclu, Strategic Brand Management, Oxford Press.
6. Chernatony, Creating powerful brands, Elsevier Publication.
7. Tapan Panda, Brand Management, Excel Publication.
8. Y L R Moorthi, Brand Management-The Indian Context, Vikas Publication


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MBA305 MKT: INTEGRATED MARKETING COMMUNICATIONS (4L + 1P + 1T)

Subject Code	MBA 305MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

Course Outcomes:

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

- Understand concept of Integrated marketing Communication and process of communication.
- Explore planning for marketing communication.
- Explain measuring the effectiveness of all Promotional tools and IMC.
- Explain media and digital advertising.

UNIT – I

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour

UNIT – II

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

UNIT III

Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcomobjective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

UNIT IV

Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom.Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions-


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steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.

UNIT V

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

Case Study (Not Exceeding 300 words)

References

1. Aakar, D.A. & Biel, A.L. 1993. Brand equity and advertising. Hillside, NJ: Lawrence Erlbaum.
2. Argenti, P.A. 2003. Corporate communication. Boston: McGraw-Hill Irwin.
3. Belsch, G.E. & Belsch, M.A. 1995. Introduction to advertising and promotion: An integrated marketing communications approach. Chicago: Irwin.
4. Burnett, J. & Moriarty, S. 1998. Introduction to marketing communication: An integrated approach. Upper Saddle River: Prentice-Hall.
5. Caywood, C.L. 1997. The handbook of strategic public relations and integrated communications. New York: McGraw-Hill.
6. Kitchen, P.J. & Schultz, D.E. 2000. Communicating globally. An integrated marketing approach. London: NTC Business Books.



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MBA 306 MKT: SERVICES MARKETING (4L + 1P + 1T)

Subject Code	MBA 306MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

- Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
- Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
- Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
- Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
- Conduct a services audit plan for a service firm.
- Integrate course concepts into individual performance to become better customer service representatives in the service environment.

Course Outcomes:

At the end of course the student will be able to

- Understand concept, nature and classification of services marketing.
- Explain consumer behaviour in services.
- Explore services marketing mix.
- Understand service quality management.
- Explain customer relationship management in services.

UNIT-I

Introduction: Meaning, Nature, Scope, Characteristics, Classification and Growing Significance of Services Marketing – Difference between Goods and Service in Marketing – Environment of Service Marketing (Micro as well as Macro) – Concept of Service Marketing Triangle and its Implications – The Service Marketing Mix Framework– Myths about Services Marketing – Recent Trends & Opportunities in Services Marketing.

UNIT-II

Consumer Behavior in Services: Search, Experience and Credence Property, Customer Expectation of Services, Two levels of Expectation, Zone of Tolerance, Factors influencing Customer Expectation of Services, The Three-Stage Model of Consumer Behavior Applied to Services – Customer Perception of Services: Factors influencing Customer Perception of Service, and Strategies for Influencing Customer Perception – Market Segmentation and Positioning Services in Competitive Markets.


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