



KKR & KSR INSTITUTE OF TECHNOLOGY AND SCIENCES

(Approved by AICTE, New Delhi, Permanent Affiliated to JNTUK, Kakinada)

Accredited by NAAC with A grade |Accredited by NBA (All UG Courses)

Department of Management studies

**MASTER OF BUSINESS ADMINISTRATION (MBA)
COURSE STRUCTURE & SYLLABUS
(CHOICE BASED CREDIT SYSTEM-CBCS), Academic Year: 2020-2021**

I Semester									
Subject	Title	Category	L	T	P	Credits	Marks		
							Int	Ext	Total
20MB1T01	Management Theory and Practice	Core	4	-	-	4	25	75	100
20MB1T02	Managerial Economics	Core	4	-	-	4	25	75	100
20MB1T03	Accounting for Managers	Core	4	-	-	4	25	75	100
20MB1T04	Quantitative Techniques for Business Decisions	Core	4	-	-	4	25	75	100
20MB1T05	Business Environment	Core	4	-	-	4	25	75	100
20SH1T06	Business Communication & Soft skills	Core	2	-	2	4	25	75	100
20CS1L01	Computer Application in Business	Core		-	4	2	20	30	50
20MB1S01	Managerial skills development & Practices -I	Core	-	-	4	2	50	-	50
Total			22	-	10	28	220	480	700

II Semester									
Subject	Title	Category	L	T	P	Credits	Marks		
							Int	Ext	Total
20MB2T01	Financial Management	Core	4	-	-	4	25	75	100
20MB2T02	Human Resource Management	Core	4	-	-	4	25	75	100
20MB2T03	Marketing Management	Core	4	-	-	4	25	75	100
20MB2T04	Production and Operations Management	Core	4	-	-	4	25	75	100
20MB2T05	Business Research Methods	Core	4	-	-	4	25	75	100
Open Elective		Open Elective	4	-	-	4	25	75	100
20MB2O01	Organizational Behavior								
20MB2O02	Data Science using R								
20MB2O03	Project Management								
20MB2I01	Internship	Field work	-	-	4	2	20	30	50
20MB2S01	Managerial skills development & Practices -II	Core	-	-	4	2	50	-	50
Total			24	-	8	28	220	480	700

Subject Codes: T- Teaching; P-Practical; F- Fieldwork.

Teaching pattern: L- Lecture; T-Tutorial; P-Practical.

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III Semester									
Subject	Title	Category	L	T	P	Credits	Marks		
							Int	Ext	Total
20MB3T01	Strategic management	Core	4	-	-	4	25	75	100
20MB3T02	Legal Aspects of Business	Core	4	-	-	4	25	75	100
20MB3EXX	Elective – 1	Elective	4	-	-	3	25	75	100
20MB3EXX	Elective – 2	Elective	4	-	-	3	25	75	100
20MB3EXX	Elective – 3	Elective	4	-	-	3	25	75	100
20MB3EXX	Elective – 4	Elective	4	-	-	3	25	75	100
20MB3S01	Managerial skills development & Practices- III	Core	-	-	4	2	50	-	50
Total			24	-	4	22	200	450	650

IV Semester									
Subject	Title	Category	L	T	P	Credits	Marks		
							Int	Ext	Total
20MB4T01	Logistics and Supply Chain Management	Core	4	-	-	4	25	75	100
20MB4T02	Business Ethics & Corporate Governance	Core	4	-	-	4	25	75	100
20MB4EXX	Elective – 5	Elective	4	-	-	3	25	75	100
20MB4EXX	Elective – 6	Elective	4	-	-	3	25	75	100
20MB4EXX	Elective – 7	Elective	4	-	-	3	25	75	100
20MB4EXX	Elective – 8	Elective	4	-	-	3	25	75	100
20MB4P01	Major Project Report & Viva	Field Work			8	4	25	75	100
Total			24	-	8	24	175	525	700

Subject Codes: T- Teaching; P-Practical; F- Fieldwork.**Teaching pattern: L- Lecture; T-Tutorial; P-Practical.**

Managerial skills development Lab

Sno.	Activity	Credit
Semester-I		
1	B-Quiz	0.5
2	Business Tycoons	0.5
3	Business news Analysis	0.5
4	Role Play's	0.5
Semester-II		
1	Business news Analysis	0.5
2	Business Plan	0.5
3	Product Promotion	0.5
4	JAM	0.5
Semester-III		
1	Business news Analysis	0.5
2	Group Discussion	0.5
3	Stock Market Analysis	0.5
4	Live Articles Discussion	0.5

Category-Wise Credit Distribution

Courses	Total	Credits
Programme Core Courses	1700	68
Programme Open Elective Courses	100	4
Programme Elective Courses	800	24
Internship	50	2
Project	100	4
Total	2750	102

Elective courses**FINANCE****Semester-III**

Subject Code	Title
20MB3E01	Financial Markets and services
20MB3E02	Mergers Acquisitions and corporate restructure
20MB3E03	Security Analysis and Portfolio Management
20MB3E04	Managing Banks and financial institutions

Semester-IV

Subject Code	Title
20MB4E01	International Financial Management
20MB4E02	Financial Derivatives and Risk Management
20MB4E03	Taxation
20MB4E04	Behavioral Finance

MARKETING**Semester-III**

Subject Code	Title
20MB3E05	Consumer Behavior
20MB3E06	Promotion and Distribution Management
20MB3E07	Services Marketing
20MB3E08	Global Marketing

Semester-IV

Subject Code	Title
20MB4E05	Retail management
20MB4E06	Market Research
20MB4E07	Product and Brand Management
20MB4E08	Digital and Social Media Marketing

HUMAN RESOURCE MANAGEMENT**Semester-III**

Subject Code	Title
20MB3E09	Management of Industrial Relations
20MB3E10	Performance & Compensation Management
20MB3E11	Human Capital Management
20MB3E12	Leadership & Change Management

Semester-IV

Subject Code	Title
20MB4E09	International HRM
20MB4E10	HR Metrics and Analytics
20MB4E11	Manpower Planning, Recruitment and Selection
20MB4E12	Cross – Cultural Management

DATA ANALYTICS**Semester-III**

Subject Code	Title
20MB3E13	Big Data Hadoop
20MB3E14	IT Enabled Services
20MB3E15	Data Visualization & Decision Making System
20MB3E16	Information System Audit & Control

Semester-IV

Subject Code	Title
20MB4E13	Web Analysis
20MB4E14	Information System for Mangers
20MB4E15	Systems E-Business
20MB4E16	Information Security in Business

TOURISM & HOSPITALITY MANAGEMENT**Semester-III**

Subject Code	Title
20MB3E17	Hospitality Management
20MB3E18	Financial Management for Tourism
20MB3E19	Tour Operations Management
20MB3E20	Travel Media

Semester-IV

Subject Code	Title
20MB4E17	E-Tourism
20MB4E18	House Keeping Management
20MB4E19	Destination Planning & Development
20MB4E20	Economics for Tourism

I SEMESTER

20MB1T01	Management Theory and Practice	M	L	T	P	C
		100	4	0	0	4

Course Objectives

- To help the students gain understanding of the functions and responsibilities of managers.
- To provide them tools and techniques to be used in the performance of the managerial job.
- To enable them to analyze and understand the environment of the organization.
- To help the students to develop cognizance of the importance of management principles.

Course Outcomes:

1. Student can Understand the concepts related to management and different schools of management thoughts
2. student can Understand apply the concepts of planning for effective management
3. Student Identify common organizational structures and the advantages and disadvantages
4. Student can understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities and recognize the importance of employee motivation and how to promote it.
5. Student Analyze effective application of Communication in managerial decisions.

Unit-I

Fundamentals of management: The concept- meaning, nature and Scope, Importance of management. Principles and functions of management- thoughts of management- Managerial roles and skills- levels of management.

Unit-II

Planning: Nature and importance of planning- steps in planning process- Types of plans.

Decision making: Types of decisions – steps in decision making process– decision tree analysis – Management by Objective (MBO).

Unit-III

Organizing: Nature and purpose of organizing- Principles of organizing- Organization structures- line and staff organizations - Delegation of authority- span of control- centralization- decentralization of authority.

Unit-IV

Staffing and coordination: Importance of staffing, recruitment, selection, training and development concepts - factors in selecting lower, middle and upper-level managers.

Coordination: Need for coordination, Principles and techniques of coordination

Unit V

Directing and Controlling: Motivation- significance of motivation, theories of motivation, Leading-Leadership styles, theories, Communication- process of communication, types of communication, barriers, overcoming barriers to communication, effective communication and its requirements.

Controlling-Importance, steps in controlling process, requirements of effective control, tools and techniques of control

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

REFERENCES

1. Harold Koontz, "Essentials of Management", 8th Ed., Tata McGraw- Hill Education, New Delhi, 2014
2. Ricky W. Griffin, "Management", Cengage Learning, New Delhi, 2014
3. Heinz Weilrich, Mark V.Cannice & Harold Koontz, Management a Global and Entrepreneurial
4. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
5. Kumar, Rao, Chhaalill "Introduction to Management Science" Cengage Publications, New Delhi
6. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
7. K.Anbuvelan, Principles of Management, University Science Press, 2013.

20MB1T02	Managerial Economics	M	L	T	P	C
		100	4	0	0	4

Course Objectives

- To understand the key economic concepts which are used for effective decision making.
- To understand and apply demand and supply analysis to business decisions.
- To know the different production theories and cost concepts.
- To know the basics of market morphology and identify the different market structures and price determination.

Course outcomes

1. Learn in detail the creation and sustainability of different markets for effective decision making.
2. Differentiate between consumer behavior and market behavior
3. Distinguish the importance of costing, pricing and its relation with demand and supply
4. Apply optimizing techniques in competitive strategy in different market structures.
5. Devise the methods of production, market and pricing strategies in detail.

UNIT-I

Introduction to Managerial Economics: Nature and Scope, Relationship with other Disciplines, Economics as decision making tool, the role of managerial economist in the modern business world -Theories and objectives Firm,

UNIT-II

Demand Analysis: Meaning of Demand, Determinants of Demand, and Law of Demand. Demand Forecasting, Measurement of change, Methods of demand forecasting Elasticity of Demand, Law of Supply.

UNIT-III

Production: Concept of Production, Meaning of Short run, and long run, Cobb-Douglas Production function, Iso- Quants and Iso costs and choice of least cost factor combination- Law of Variable Proportions, Law of Returns to Scale, Economies and Diseconomies of Scale

UNIT-IV

Cost analysis: Cost-Concept and types, Cost-Output Relationship in short run and long run. Break even analysis, (simple problems), time value of money

UNIT-V

Pricing: Market Structures: Perfect Competition and Imperfect Competition, Monopoly, Duopoly, Oligopoly, Features and price determination in different market structures, - meaning and objectives of pricing, Methods of Pricing, Managerial Theories of firm: Marris and Williamson's models of output determination.

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

References:

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House
2. H.Craig Peterson, W.Cris Lewis, Managerial Economics, Pearson,2005.
3. Gupta G.S., Managerial Economics, TMH,1988.
4. P.L. Mehta, Managerial Economics, PHI,2001.
5. K .K Dawett, Modern Economic Theory, Sultan Chand &Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
7. Rangarajan and Dholkia, Macroeconomics, TMH.

20MB1T03	Accounting for Managers	M	L	T	P	C
		100	4	0	0	4

Course Objective:

- To understand the basic concepts of Accounting
- To analyze the components and prepare financial statements
- To analyze the financial statements of a company.

Course Outcomes:

1. Understand preparation of Journals and Ledgers.
2. prepare Trail Balance with adjustment.
3. prepare Final Accounts of trading concern.
4. understand the Management accounting concepts and analyze financial statements using ratio analysis.
5. Students will be able to understand budget and budgetary control techniques

Unit – I

Accounting: Meaning, Importance, Objectives, Functions and Principles- Accounting Concepts and conventions- (GAAP), merits and demerits of accounts, Classifications of accounts, Accounting Cycle: journals, ledgers.

Unit – II

Preparation of final accounts: Importance and preparation of Trial Balance- Classification of capital and revenue expenses – Final Accounts with adjustment

Unit – III

Cost accounting–Meaning, importance, methods - classification of costs and preparation of cost sheet- Inventory valuation methods- LIFO, FIFO, HIFO, simple, weighted average method- activity based costing.

Unit –IV:

Management accounting: Management accounting –concept, need, importance and scope; Analysis and interpretation of financial statements –meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis

Unit-V:

Budgeting & Variance Analysis: budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation (Flexible Budget, Production Budget, Sales Budget). Standard costing and variance analysis (materials, labor).



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

References:

1. Maheswari and Maheswari" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngen, Sundem& Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Hansen &Mowen, Cost Management, Thomson Learning.
5. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, New Delhi.
6. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.

20MB1T04	Quantitative Techniques for Business Decisions	M	L	T	P	C
		100	4	0	0	4

Course Objectives

- To make the Students know how to organize, manage, and present data.
- To make the students familiar with statistical techniques and their applications in business decision making
- To apply quantitative techniques in modeling and solving business related problems.

Course Outcomes

1. The students will be able to convert raw data into useful information using descriptive statistics such as measures of central tendency, dispersion and Correlation and Regression.
2. The students knows the Linear programming in product mix decisions
3. The students will be able to solve Transportation and assignment in logistics and job allocation scenario
4. The student will understand Game theory of decision making in real time decisions
5. The student apply PERT and CPM techniques constructively to make effective business decisions

UNIT-I

Statistical Techniques: overview of statistics- Measures of Central Tendency-Mean, Median, Mode. Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation and Coefficient of Variation. Simple Correlation and Regression.

Unit-II

Linear Programming: Formation of mathematical modeling- Graphical method- the Simplex Method- Justification, interpretation of Significance of All Elements in the Simplex Tableau- Big M method.

UNIT-III

Transportation, Assignment Models & Traveling Salesman: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem.

UNIT-IV

Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT-V

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- Replacement models comprising single replacement and group replacement.



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

References:

1. N.D.Vohra: “Quantitative Techniques in Management”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. Gupta S.P: “Statistical Methods”, S. Chand and Sons, New Delhi.
3. Anand Sharma: “Quantitative Techniques for Business decision Making”, Himalaya Publishers, New Delhi, 2012.
4. CR Kothari, Quantative Techniques, Vikas, New Delhi
5. Pannerselvam . R, Operations research, Prentice Hall of india, 2009
6. J.K.Sharma, Operations research Theory and applications, 2012

20MB1T05	Business Environment	M	L	T	P	C
		100	4	0	0	4

Course Objective:

- The present course aims at familiarizing the students with various aspects of economic, social, political and cultural environment of India.
- This will help them in advance a deeper understanding of the environmental factors influencing Indian business organizations and also the students understand the legal framework for doing business in India.
- The familiarity with the precaution to be taken by them as managers when they enter into business relationships with their suppliers, customers or other third parties.

Course Outcomes:

1. To Provide basic fundamentals of Indian business environment and enlighten the students on the Trends in business environment.
2. To understand the Indian economic systems.
3. To identify the reasons for industrial sickness and to know measures for industrial sickness
4. The student will be able to learn the various policies of the government of India.
5. To learn about various Indian legislations and acts influencing the growth and development Of the Indian economy.

UNIT-I

Business Environment: Concept of Business Environment-Definition-Characteristics, Dimensions of Business Environment–challenges, Environmental Scanning: Importance, Process of scanning- NITI Aayog - role in Economic Development of India.

Unit-II

Socio-Cultural Environment: Social factors influence on Business Decisions: Population size- Wealth and income disparities- Social mobility- responsibilities to different sections (CSR) - Cultural factors: Culture-Language- Religion-. Level of education-Customer preferences- attitude- Meaning- features-impact of Technology on Business Environment

UNIT-III

Economic Environment of Business: Balance of Payments (BOP) -major components – Causes for disequilibrium in Balance of Payments --Trade Policy: Nature – Magnitude and direction of Indian international trade – bilateral and multilateral trade agreement: Fiscal Policy: Nature and significance – public revenues – expenditure- debt-Monetary policy: Objectives-Instruments of monetary policy- Foreign Investment Policy, EXIM Policy.

UNIT-IV

Political / Legal environment:-Political risk: Macro Political Risk -Micro Political Risk- Analyzing Political Risk: Sources of Political Risk- impacts of political risk on Multinational enterprises. Legal Environment: Definition of sick industry, special features of the SICA Act 1985- Consumer protection act 1986-Environmental laws (air, water, sound).

UNIT-V

International Business Environment: world Bank, IMF, GATT

WTO: The WTO agreement, TRIPS, TRIMS, Non-tariff barriers and Dispute settlement mechanism,

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

References:

1. ShaikhSaleem: “**Business Environment**”, Parsons, New Delhi,
2. VeenaKeshavPailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, SangamKapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011
6. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.

20BS1T06	Business Communication & Soft Skills-Theory	M	L	T	P	C
		100	2	0	4	4

Course Objective:

- To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform them as effective communicators.
- To gain an overall perspective on the nature of human relationships and its impact on communication
- To understand the psychological underpinnings of human communication

Course Outcomes:

1. Student is able to understand how communication takes and its process.
2. Student is able to understand types of communication and its importance
3. Student is able to understand types of verbal and non verbal communication and able to communicate through writing
4. Student is able to understand how can a person able to communicate through non verbal communication
5. Student is able to face interview by preparing a resume on their own

Unit-I

Fundamentals of Communication: Introduction -Definition and Purpose of Communication, Objective of Communication, Process of Communication, Importance of Communication in Management, Communication Structure in Organization, Barriers & Gateway in Communication, 7 C 'S of Communication, Impact of Cross-Cultural Communication.

Activities for Unit-I:

1. Dos & Don'ts of Group Discussions.
2. Tell me about Yourself.
3. Self SWOT Analysis
4. Analysis of Academic Video clip up loaded on The System For The Student.
5. News Presentation- Current Affairs.
6. Situational Dialogues

Unit-II

Management of Communication: **Classification of Communication, Formal and Informal Communication- Interpersonal and Intrapersonal Communication- - Models For Inter Personal Communication. -Exchange Theory- Johari window; Transactional Analysis. Gateways for Effective Interpersonal Communication Organizational Communication:** Choosing the organization – Goal setting - Time Management — Leadership Traits – Team Work – Communicating across Teams- Designing Career and Life Planning.

Activities for Unit-II:

1. Individual Goal Setting – Process / Smart Goals.
2. Designing A Team Activity To Be Conducted In The Class.
3. Preparing A Schedule Plan For Conducting An Event (With Proper Time Management).
4. Designing A Self Career Plan.
5. Prepare A Time Management Chart For Your Daily Schedule.(Prioritization)

Unit-III

Verbal Communication: Oral Communication: Define Oral Communication-Written Communication: Mechanics of Writing, Report Writing- Business Correspondence-Business Letter Format- Meetings and Managing Meetings- Resume Writing-Formats And Skills.

Activities for Unit-III:

1. Maintaining The Body Language For Interviews.
2. Presenting Oneself To An Interviewer.
3. Importance Of Kinesics in An Interview.
4. Role Plays On Cross Cultural Communication.

Case study on non-verbal communication

Unit-IV

Non- Verbal Communication and Body Language: Kinesics, Proxemics, Paralanguage, Haptics, Handshakes Appearance & Posture Appropriate Body Language and Mannerisms for Interviews: Business Etiquettes- Across Different Cultures.

Activities for Unit-IV:

1. Preparation Of Effective Resume.
2. Write Dialogues For The Following Situation: Mr. A Calls A Hotel In Shimla to Make A Reservation For Four People.
3. Write Dialogues For The Following Situation: Mr.K Gives Direction To His Friend How To Reach The Jntuk University.
4. Write A Covering Letter For Job Application In Tcs.
5. Write At Least 5 E-Mail Etiquette.

Unit-V

Presentation Skills: Prerequisites of Effective Presentation, Format Of Presentation; Practicing Delivery Of Presentation, Assertiveness –Strategies Of Assertive Behavior; Communication Skills For Group Discussion And Interviews, Interview Techniques, Types Of Visual Aid, Time Management – Goal Setting

Activities for Unit-V:

1. Prepare A Power point Presentation On Presentation Skills.
2. How To Make An Effective Presentation.
3. Prepare And Present A PPT On Any Topic Given By the Examiner.

References:

1. MallikaNawal: "Business Communication", Cengage Learning, New Delhi,2012.
2. Meenakshi Rama: "*Business Communication*", Oxford University Press,Newdelhi
3. C.S.G. Krishnamacharyulu And Dr. LalithaRamakrishnan, Business Communication, Himalaya Publishing House,Mumbai
4. Paul Turner: "*Organisational Communication*", Jaico Publishing House, NewDelhi.
5. Sathyaswaroopdebasish, Bhagaban Das" "*Business Communication*", Phiprivate Limited, New Delhi, 2009.
6. MallikaNawal: "Business Communication", Cengage Learning, New Delhi,2012.
7. EdwinA.Gerloff,JerryC.Wofford,RobertCummins Organisational Communication:The Key Stone To ManagerialEffectiveness.
8. Meenakshi Rama: "*Business Communication*", Oxford University Press,Newdelhi
9. C.S.G. Krishnamacharyulu And Dr. LalithaRamakrishnan, Business Communication, Himalaya Publishing House,Mumbai
10. Paul Turner: "*Organisational Communication*", Jaico Publishing House, NewDelhi.
11. Sathyaswaroopdebasish, Bhagaban Das" "*Business Communication*", Phiprivate Limited, New Delhi,2009.

20CS1L01	Computer Application in Business (Lab)	M	L	T	P	C
		50	0	0	4	2

Course Objective:

- The students will learn the basics of information systems, its application in business and the relationship among Organization, Technology and Management
- The students will able to create effective Dash boards, evaluate the financial impact of Loans, Investments and Financial Viability of project options by using MS–Office Excel.
- The student will be acquainted with creating Database and Electronic Presentation

Course Outcomes:

1. Student can acquaint with the concept of information technology and its role in an organisation
2. Student can Understand and apply different formulas and functions in MS Excel
3. Student can perform data analysis in MS Excel
4. Student can apply the features of excel in solving business problems
5. Student can create presentations using Ms- Power Point

UNIT-I

Concept of Information Technology and Information Systems: Running and Managing a Business in the Digital Era – Role of Information Systems in an organization, Decision Support Systems (DSS – Functions of an Information System – Concept of Information Technology and Information System

UNIT-II

Microsoft Office Word Environment: Understanding document properties-Creating, editing, saving and formatting text documents-Working with Page Properties-Inserting headers and footers-Working with Tables & images- Concept of Mail Merge -Creating a Macro

UNIT-III

Basics of MS Excel: Uses of MS Excel -Worksheet Management, Cell referencing, Range - Naming and Building formulas, Auto sum feature in Excel, Basic operations in Excel - Sorting, Filters, Conditional Formatting, Working with Charts

UNIT-IV

Working with Functions: Text Functions, Logical and Information Functions, Lookup Functions, Date and Time Functions, Math and Statistical Functions, Financial Functions, Database Functions

UNIT-V

MS-POWERPOINT

Creation of slides– Use of templates and slide designs for creating PowerPoint slides use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, and People etc.,

References:

1. Gross Debra, "Succeeding in Business with Microsoft Excel 2013: A Problem Solving Approach", Cengage Learning, NewDelhi,2014
2. Peter Norton, Introduction to Computers and Communications, -Sixth Edition- Tata McGraw Hill,2009
3. Cox et al,2007 Microsoft Office System Step-by-Step, First Edition, PHI, 2007.
4. V. Rajaraman, Introduction to Information Technology, Prentice Hall India, 2008
5. Winston, Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India,2007.

20MB1S01	Managerial skills development & Practices -1	M	L	T	P	C
		50	0	0	4	2

Course Objective:

1. To help students in understanding the various aspects of personality and its need.
2. It will also help in developing creative thinking, presentation skills, interpersonal skills, soft skills and team building skills.
3. All these skills will help the participants in their overall personality development.

Course Outcomes:

1. Loose fear of public speaking
2. Development Vocabulary, Comprehension and speaking skills
3. Improve Time Management Skills and Team Building skills

Unit-I:

B-QUIZ: Types of Quizzes

Activity 1. IQ/ Knowledge Quiz

Activity 2. Buzz feed Style Quiz

Activity 3. Personality Quiz/health and fitness quiz.

Activity 4. Assessment Quiz/finance quiz/marketing quiz

Activity 5. Matching Quiz/education quiz, Sports quiz

Unit-II:

Business Tycoons.

Activity 1: Top 30 Business Tycoons List/Best Indian Business Tycoons.

Activity 2: Best Business Magazines/E-Business Magazines

Activity 3: Global Business Forums/Youth in business management

Activity 4: Most Inspiring Business Tycoons/Business Opportunities.

Activity 5: Small Business Ideas.

Unit-III: Business news analysis.

Activity 1: Discussion on Everyday News Highlights

Activity 2: Company SWOT (Strengths, Weaknesses, Opportunities, Threat) Analysis Based on News.

Activity 3: PEST (Political, Economical, Social, Technological) Analysis Based on News.

Activity 4: Analysis on Different Sectors and Industries.

Unit-IV: Role plays.

Activity 1: scripted role plays.

Activity 2: Non- scripted role plays.

References:

1. Daily News Papers
2. Business News Papers
3. Business Journals
4. Current Affairs

II Semester

20MB2T01	Financial Management	M	L	T	P	C
		100	4	0	0	4

Course Objectives:

- To help the students to develop cognizance of the importance of Financial Management in corporate valuation
- To enable students to describe how people analyze the corporate leverage under different conditions and understand why people valueate different corporate in different manner.
- To enable students to synthesize related information and evaluate options for most logical and optimal solution such that they would be able to predict and control Debt Equity incurrence and improve results

Course outcomes:

1. Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure
2. Assess the factors affecting investment decisions and opportunities presented to an organisation
3. Select and apply techniques in managing working capital
4. Analyze the complexities associated with management of cost of funds in the capital Structure
5. Demonstrate how the concepts of, financing and dividend policy decisions could integrate while identification
and resolution of problems and also Apply the Leverage and EBIT EPS Analysis associate with Financial Data in the corporate sector.

UNIT- I

Introduction to Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management –Time value of money.

UNIT -II

Capital Budgeting Decision: – Nature and Significance of Capital Budgeting — Capital Budgeting Process – Methods of Capital Budgeting – Traditional and Modern Methods.

UNIT-III

Working capital Management: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement — Accounts Receivables –Credit management

UNIT-IV

Sources of finance-capital structure theories- ownership sources and non owner ship sources- Equity, Preference, Debentures- Cost of Capital: Weighted Average Cost of Capital. (Simple problems)



UNIT-V

Financing Decision: - Concept and financial effects of leverage – EBIT – EPS analysis.

Dividend Decision: Meaning and Significance – Concepts of dividends Major types of dividends – Theories of Dividends. (Simple Problems)

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

References:

1. I.M. Pandey: “Financial Management”, Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: “Financial Management Theory and Practice”, Tata McGrawHill 2011.
4. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: “Financial Management”, Himalaya Publishing House, New Delhi, 2013.
5. Brigham,E.F: “Financial Management Theory and Practice”, Cengage Learning, New Delhi, 2013
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

20MB2T02	Human Resource Management	M	L	T	P	C
		100	4	0	0	4

Course Objectives

- To develop the knowledge, skills and concepts needed to resolve actual Human Resource Management problems or issues. Identify the human resources needs of an organization or department.
- To Conduct a job analysis and produce a job description from the job analysis. Evaluate the procedures and practices used for recruiting and selecting suitable employees.
- To assess training requirements and design a successful orientation and training program and to acquaint HRD concepts.

Course outcomes

1. Students would have gained knowledge on the various aspects of HRM
2. Students will gain knowledge needed for success as a human resources professional.
3. Students will develop the skills needed for a successful HR manager
4. Students would be prepared to implement the concepts learned in the workplace.
5. Students would be aware of the emerging concepts in the field of HRM

UNIT-I

Basics Of Human Resources Management: Meaning and Definition- Characteristics of HRM- Evolution of HRM- HR policies - Functions of HRM-Objectives of HRM-Role and position of HR department - Qualities of HR Manager-HRM – changing, global perspective challenges- environment- cross cultural problems emerging trends in HRM.

UNIT-II

Human Resources Procurement: Job Analysis – Job Description and Job Specification- Need for HR planning-determining the demand for work force – Recruitment- Concept, Objective, Process, Sources of e-recruitment Selection Procedure-Tests and Interview Techniques- Mobility of employees -Induction and Orientation.

UNIT-III

Human Resource Development: Performance Appraisal- Objectives ,Traditional and modern methods - Latest trends in performance appraisal.

UNIT-IV

Training and Development: Concept and Process - Training Need Assessment-Training Methods-Evaluation of Training Programs-Career Management - Job design -evaluation - Management development - HRD concepts.

UNIT-V

Human Resource Maintenance: Concept - Wage Structure- Wage and Salary Policies- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems - Welfare Management-Nature and concepts – statutory and non- statutory welfare measures.

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

References:

1. K Aswathappa: —Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, 2013.
2. N.Sambasiva Rao and Dr. Nirmal Kumar: —Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy:—Human Resource Management: A South-Asian Perspective, Cengage Learning, New Delhi, 2013.
4. Subba Rao P: —Personnel and Human Resource Management-Text and Cases, Himalaya Publications, Mumbai, 2013.
5. MadhurimaLall, Sakina QasimZasidi: —Human Resource Management, Excel Books, New Delhi, 2010.

20MB2T03	Marketing Management	M	L	T	P	C
		100	4	0	0	4

Course Objective

- Marketing lies at the core of all business. All businesses are dependent on the income they earn from their customers, clients or buyers through marketing.
- This course offers a complete introduction to professional marketing thought and action.
- The course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks.
- It analyses the business need for customer orientation, the evaluation of markets and the targeting of market opportunities.
- Explains how to integrate product and service decisions with those on pricing, distribution and promotion - and why this is necessary.

Course Outcomes

1. Define the concepts of Product, Production, selling, marketing, marketing mix and market information system (Knowledge)
2. Explain segmenting, targeting and positioning (Comprehension)
3. Illustrate Product line, Product Mix and different pricing methods and the competitor’s responses to pricing strategies. (Application)
4. Analyze different Promotional methods and distribution channels their impact on consumers (Analysis)
5. Evaluate the effectiveness of marketing applications (Evaluation)

UNIT-I Introduction to Marketing: Core concepts of marketing-Importance and Scope of Marketing – marketing mix - marketing functions-Understanding Customers – Company orientation towards Marketing – Marketing and Customer Value – Marketing information systems.

UNIT-II Market Segmentation, Targeting and Positioning: Market analysis and planning- Identification of Market Segments - Segmenting Consumer Marketing -Selecting Target Markets-Segmentation and Targeting as a basis for Strategy Formulation. Developing and Communicating a Positioning Strategy

UNIT –III Product and Pricing Aspects: Concept of a product; Classification of product - Product line, Product Mix- Product Life Cycle, New product development. Pricing- Objectives of Pricing - Methods of Pricing, Factors affecting pricing decisions.

UNIT –IV Place and Promotion: Nature, functions, and types of distribution channels. Nature and importance of sales promotion, Promotional Mix, Advertising, Personal Selling, Consumer oriented sales promotion; trade-oriented sales promotion & Sales force-oriented



sales promotion, public relations, Direct Marketing, Communication Mix Integrated Marketing Communication.

UNIT-V Marketing Applications: Industrial Marketing - Services Marketing -Global Marketing-Social Marketing- Rural Marketing-Green Marketing-Digital Marketing, Indian Marketing Environment.

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

References

- 1.Phillip Kotler: —Marketing Management —, Pearson Publishers, New Delhi, 2013.
- 2.Rajan Saxena: —Marketing Management, Tata McGraw Hill, New Delhi, 2012.
- 3.V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
- 4.Tapan K Panda: “Marketing Management, Excel Books, New Delhi, 2012
- 5.Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: —Marketing, Oxford University Press, Chennai, 2013

20MB2T04	Production and Operations Management	M	L	T	P	C
		100	4	0	0	4

Course Objective:

- This Course is designed to make student understand the strategic significance of production and Operation management, to acquaint them with application of discipline to deal with real life business problem.
- Improve the productivity and maintaining the environment in a better way using various tools and techniques.
- Analyze and figure out the constraints and also able to provide solution for the problems
- To develop skill of Operations Management, Production planning, maintenance Management, Layout, Feasibility Analysis, etc.

Course Outcome:

1. Adapt the key concepts and the strategic role of operations management in creating and enhancing a firm’s competitive advantages
2. Identify and plan production and operations activities such as product and process design, facility location selection and layout, total quality, production planning, and inventory management
3. Assess the significance of various tools and techniques in managing operations
4. Assess the importance of preventive measures and formulate maintenance strategy to reduce loss and improve quality
5. Formulate mathematical models and apply suitable tools in solving business optimization problems.

. UNIT – I

Introduction: Overview of Production and Operations Management - Nature and Scope of Production and Operations -(POM) Function -Relationship with other functional areas-Recent -trends in Operations Management- Manufacturing & Theory of Constraint.

UNIT –II

Production& Operations Planning and Control: Stages in PPC –PPC in Mass-Batch and Job Order Manufacturing- -plant Location & Layout Planning- Factors influencing location-types of layouts- Optimal Production Strategies- Scheduling and Sequencing of Operations-Work Design- Method Study and Work Measurement.

UNIT –III

Managing of Work Environment: Productivity- Factors effecting Productivity – Job Design – Process Flow Charts -Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes-Economic order quantity.

UNIT –IV

Forecasting & Capacity Planning: Methods of Forecasting-Overview of Operation Planning- production planning and- Aggregate production planning -Material requirement planning-Production strategies- Capacity Requirement Planning- MRP-Supply Chain Management- Purchase Management- Inventory Management-types of inventory- Types of Production System-Just in Time (JIT) & lean system.

UNIT –V

Quality Management: Quality Management-Quality- Basic concepts of quality- Definition-dimensions of quality-Deming’s 14 principles-Dimension-Cost of Quality-Quality Circles-Continuous improvement (Kaizen) -ISO (9000&14000 Series)- Quality Circles – Six Sigma-Total Quality Management.

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

REFERENCES:

1. R.Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
2. Aswathappa. K., ShridharaBhat. K., Production and Operations Management, Himalaya Publishing House, 2014.
3. P.Ram Murthy: “Production and Operations Management”, New Age International Publishers, New Delhi, 2009.
4. L.C. Jhamb: “Production and Operations Management”, Everest Publishing House, New Delhi, 2013.
5. Chary, S.N., Production and Operation Management, 5e, 5th Edition, Tata McGraw Hill education private limited, 2016.
6. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
7. Chunnawals, Production & Operation Management Himalaya, Mumbai.

20MB2T05	Business Research Methods	M	L	T	P	C
		100	4	0	0	4

Course Objective:

- To enable the students to know about the information needs of Management.
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry.
- To enable them to conduct a Business Research Study and prepare the report.

Course Outcomes

1. Students will understand and appreciate scientific inquiry
2. Students would know to write research proposals
3. The students would be able to undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry to solve organizational problems
4. Students would be able to analyze data and find solutions to the problems.
5. Students could prepare research reports

UNIT-I

Introduction: Nature and Importance of Research, role of Business Research, aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business research- Defining Research Problem, Steps in Research process

UNIT-II

Types of Sample: population-determination of sample size- sampling techniques- data collection - primary data - secondary data- methods of collecting primary data-guidelines and design of questionnaire- interview and observation techniques-Sources of secondary data.

UNIT-III

Data Collection: Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale. - data processing-Editing-coding-classification and tabulation- interpretation; Data Analysis- Diagrammatical and Graphical representation of the data

UNIT-IV

Statistical Tests: Components of hypothesis- Hypothesis testing procedure- Parametric tests - t distribution- Z test-F test and ANOVA - one way and two ways test. Non-Parametric tests - Chi-square test

UNIT-V

Data Analysis and Report Writing: Discriminate Analyses-Factor Analysis-Types of reports-parts of report and presentation of reports.

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

References

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Gupta : “Statistical Techniques & Research Methodology”, Kalyani Publishers
3. Willam G.Zikmund, Adhkari: “Business Research Methods”, Cengage Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7th Edition Himalaya Publications. A Bhujanga rao , Research methodology, Excel Books, 2008.
5. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice hall of India, New Delhi, 2005.
6. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010.
7. K.V. Rao, “Research Methodology in Commerce and Management”, Sterling Publishers, New Delhi, 2012.

OPEN ELECTIVE

20MB2001	Organizational Behavior	M	L	T	P	C
		100	4	0	0	4

Course Objective:

- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- Understand the organizational system, including organizational structures, culture, human resources, and change.

Course Outcomes:

1. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management.
2. Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Describe and assess the basic design elements of organizational structure and evaluate their impact on employees.
5. Explain how organizational change and culture affect working relationships within organizations.

Unit –I

Organizational behavior: Definition-need and importance of organizational behavior – Nature and scope – Frame work – Organizational behavior models. Disciplines that contribute to OB field. Challenges and opportunities for OB.

Unit-II

Individual Behaviour: – Personality- types – Factors influencing personality, Personality and Individual Differences - Determinants of Personality - – Theories —Learning – Types of learners – The learning process – Learning theories Emotions – Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement– Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception– Impression Management.– Importance – Types – Effects on work behavior.

Unit-III

Group Behavior: - Formation of groups-Group development- Types of groups-Group norms Cohesiveness-Group Effectiveness-group dynamics. Leadership- Leadership competencies-traits-Types- Likert's System theory-Managerial Grid-Values - Creativity and Creative thinking.

Unit – IV

Motivation and Job Performance – Content and process Theories of Motivation - Leadership - Styles - Approaches – Challenges of leaders in globalized era, stress management- Collaborative Processes in Work Groups - Johari Window-Transactional Analysis.

Unit – V

Organizational conflict-causes and consequences-conflict and Negotiation Team Building- Conflict Resolution in Groups and problem-solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization.

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

REFERENCES

1. Fred Lothans (1998) Organizational Behaviour. New Delhi: McGraw- Hill International Edition
2. Uday Pareek (2004) Understanding Organizational Behaviour. New Delhi: Oxford University Press
3. K.Aswathappa (2005) Organizational Behaviour Text cases games. New Delhi: Himalaya Publishing Company
4. Schermerhorn, Hunt, Osborn (2001) Organizational Behaviour. New Delhi: John Wiley & Sons, Inc

20MB2002	Data Science using R	M	L	T	P	C
		100	4	0	0	4

Course Objectives:

Students will be able to understand R programming and have hands on experience on R programming

- Introduction to data science life cycle
- In depth knowledge of most popular machine learning techniques
- Supervised and unsupervised techniques
- Real life case studies and simulated projects to sharpen your skill sets

Course out comes:

1. Students will develop relevant programming abilities.
2. Students will demonstrate proficiency with statistical analysis of data.
3. Students will develop the ability to build and assess data-based models.
4. Students will execute statistical analyses with professional statistical software.
5. Students will demonstrate skill in data management.

UNIT-I

Introduction to Data Science: Basic concepts – Data – Nature – Process for Data Science – Handling Data

UNIT-II

Introduction to R: R software – core and optional packages – Data science packages – Exploratory Analytics using R –Visualizing Data– Applications

UNIT-III

Control Structures and Functions: Pre-processing Data with R – Scrapping– sampling –cleaning – data from multiple sources – extraction from data bases Handling Big Data in R – Hadoop and R – New frameworks – Map reduce with R – Organizing Data Sources

UNIT-IV

Computing Statistics and Exploratory Data Analysis with R: Summarizing data- Calculating relative frequencies-Tabulating Factors and creating contingency tables-testing categorical variables for independence-Calculating Quintiles of a dataset-Converting data into z-scores-t-test- testing sample proportions-testing normality-comparing means of two samples-testing correlation for significance-Variations-Missing Values - Co-variation- Patterns and Models

UNIT-V: Machine Learning and Model Building with R: Introduction – Types of machine learning algorithm- supervised learning algorithms – Linear regression in R- Logistic Regression in R Unsupervised Learning in R -Clustering with R- Recommendation Algorithms-Steps to generate recommendations in R- Model Building: Model basics-Type of Models-Visualizing models – Predictions-Residuals- Model Building-Communicating results – Basics of R Markdown

Both theory and lab have to be conducted

REFERENCE:

1. *Wickham, Hadley.,Grolemund, Garrett. (2014), R for Data Science, Mumbai: O' Reilly India / Shroff Publishers.*
2. *Bali, Raghav.,Sarkar, Dipanjan. (2016), R Machine learning by Example, Mumbai: Packt Publishing*
3. *Miller, James D., Forte, Rui Miguel. (2017), Mastering Predictive Analytics with R, Mumbai: Packt Publishing*
4. *Toomey, Dan. (2014), R for Data Science, Mumbai: Packt Publishing*
5. *25 recipes for Getting Started with R, Publisher: O'Reilly Media, January 2011.*
6. *Learning R Paperback by Richard Cotton, Publisher: O'Reilly; 1 edition (20 Sep 2013).*

20MB2O03	Project Management	M	L	T	P	C
		100	4	0	0	4

Course Objectives:

- To enable the students to gain basic knowledge about the concept of project, project management project life-cycle, project appraisal.
- To make them understand the concepts of Project Management for planning to execution of projects.
- To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation. To enable them to comprehend the fundamentals of Contract Administration, Costing and Budgeting.

Course Outcomes:

1. Understand project characteristics and various stages of a project.
2. Understand the conceptual clarity about project organization and feasibility analyses – Market, Technical, Financial and Economic.
3. Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
4. Apply the risk management plan and analyze the role of stakeholders.
5. Understand the contract management, Project Procurement, Service level Agreements and productivity.

UNIT-I

Basics of Project Management: Project Management Concept, Definition of Project, project environment, Project proposals, Types of Projects – Project Life cycle, Tools and Techniques of Project Management, Roles and Responsibilities of Project Manager.

UNIT-II

Project Planning and Selection: Planning: Project Planning: Initial Project Coordination, Systems Integration, Sorting out the project, The Work Breakdown Structure and Liner Responsibility Charts, Interface coordination through integration management.

Selection: Project appraisal and Project selection-. Identification of Investment opportunities – Sources of new project ideas, Project Selection Models, Numeric Models.

UNIT-III

Components for project feasibility studies. Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey– Demand forecasting techniques, sales projections.

Technical feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities.

Legal feasibility – Basic legal provisions.

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income .

Operational feasibility - Breakeven point – Economics of working

UNIT-IV

Project evaluation: Project Execution Plan, Project Procedure Manual, Project Control System, Project Scheduling and Monitoring, Monitoring Contracts. Network Techniques: PERT and CPM, Applications. Project Review Meetings, Project Reporting Systems.

UNIT-V

Project Implementation and Control.

Forms of project organization –project control– prerequisites for successful project Implementation — abandonment analysis. The Control Process, Internal and External Project Control, Project Control process, & Emphasis, Performance Analysis, Forecasting “to Complete” and “at Complete”, Contract Administration, Control Problems.

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

References

1. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, “Project Evaluation and Management”.
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”, McGraw Hill, 2000

20MB2S01	Managerial skills development& Practices -2	M	L	T	P	C
		50	0	0	4	2

Objective:

- Personality development is the most important facet that any professional must work on.
- This course will help students in understanding the various aspects of personality and its need.
- It will also help in developing creative thinking, presentation skills, interpersonal skills, soft skills and team building skills.
- All these skills will help the participants in their overall personality development.

Course Outcomes:

4. Loose fear of public speaking
5. Development Vocabulary, Comprehension and speaking skills
6. Improve Time Management Skills and Team Building skills

Unit-I:

Business News Analysis.

Activity 1: Discussion on Everyday News Highlights

Activity 2: Company SWOT (Strengths, Weaknesses, Opportunities, Threat) Analysis Based On News.

Activity 3: PEST (Political, Economical, Social, Technological) Analysis Based On News.

Activity 4: Analysis on Different Sectors and Industries.

Unit-II: Business Plan

Activity 1: Event Organizing/ Steady Income Business Ideas

Activity2: Home business ideas/ Fun business ideas

Activity3: Best part-time business ideas

Activity4: Best low-cost business ideas

Activity5: Best online business ideas

Activity6: Highest profit business ideas

Activity7: Steady income business ideas

Activity8: Easy-to-start business ideas

Activity 9: Other good business ideas

Activity10: logo design

Activity11: Craft Classes



Unit-III: Product Promotion

Activity1: Product Defects: Responsible Parties

Activity2: Tort & Dimensions of Tort Liability

Activity3: Product Liability Claims

Activity4: Product Liability law cases.

Activity 5: CBSC/FTC Acts/regulations.

Activity 6: Example Cases.

Unit-IV: JAM

Activity1: Emerging concepts.

Activity2: Interview concepts.

Activity3: General concepts.

Activity4: Subject concepts.

Activity5: Favourite concepts.

References:

1. Daily News Papers
2. Business News Papers
3. Business Journals
4. Current Affairs

III SEMESTER

20MB3T01	STRATEGIC MANAGEMENT	M	L	T	P	C
		100	4	0	0	4

UNIT-I

Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies– Factors that shape a company’s strategy – Crafting a strategy – Industry and Competitive Analysis

UNIT –II

Environmental Scanning and leadership: Methods. SWOT Analysis –Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions -Developing Human Capital and Social Capital – Balanced Scorecard.

UNIT –III

Strategy Formulation : Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry –restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies

UNIT –IV

Strategy Implementation : Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT –V

Strategy Evaluation and control : Establishing strategic controls -Measuring performance – appropriate measures- Role of the strategist –using qualitative and quantitative benchmarking to evaluate performance -strategic information systems – problems in measuring performance –Strategic surveillance -strategic audit

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

REFERENCES

1. Vijaya Kumar P., Hitt A : Strategic Management, Cengage learning, New Delhi,2010
2. John A PearceII, Amita Mital: “Strategic Management”, TMH,New Delhi, 2012
3. Sanjay Mohapatra: “Cases Studies in Strategic Management”,Pearson, New Delhi,2012
4. Adrian Haberberg&Alison: Strategic Management, OxfordUniversity Press, New Delhi,

20MB3T02	Legal Aspects of Business	M	L	T	P	C
		100	4	0	0	4

UNIT I

Importance of Commercial Law: The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration – Free Consent – Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

UNIT II

Sales of Goods Act: Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale – Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986: Consumer Right – Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.

UNIT III

Contract of Agency: Kinds of Agents – Creation of Agency- Duties and Rights of Principal and Agents- Principal’s Liability for the Acts of the Agent-Liability of Agent – Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.

UNIT IV

Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

UNIT V

Company Act 1956: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association – Kinds of Shares – Duties of Directors-Winding up.

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

References

1. Ravindra Kumar: “Legal Aspects of Business”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “Business Legislation for Management”, Vikas Publishing House, New Delhi, 2012
3. Pathak: “Legal Aspects of Business”, Tata McGraw Hill, New Delhi, 2010
4. S.N.Maheshwari, S.K.Maheshwari: “A Manual of Business Laws”, Himalaya Publishing House, 2013.
5. P.K.Padhi: “Legal Aspects of Business”, PHI Learnings, New Delhi, 2013

20MB3E01	Financial Markets and services	M	L	T	P	C
		100	4	0	0	3

UNIT – I:

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

UNIT – II:

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking– Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT – III:

Venture Capital: Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

UNIT – IV:

Credit Rating & Mutual Funds: Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

UNIT – V:

Microfinance: Over view of Microfinance, Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, Micro Securitization. Microfinance models: Generic models viz. SHG, Grameen, and Co- operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions. Poverty and Need of Microfinance. Gender issues in Microfinance

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

References

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai

20MB3E02	Mergers Acquisitions and corporate restructure	M	L	T	P	C
		100	4	0	0	3

Course Objectives:

- The students will learn to examine the reasons to acquire, choice of target and recognition of the anticipated challenges, risks and pitfalls of the approach.
- Students will also study some instances of corporate restructuring, whether they are driven by strategic considerations of external pressures, and again, the potential sources of value creation, risks and challenges.
- To give students practical skills of building a strategy, estimating the value generated by M&A deals.
- To prepare students to analyze trends and prospects for consolidation at the sectoral, national and global levels

Course Outcomes:

- Identify the key issues and concepts of mergers and acquisitions.
- Understand the major strategies that underlie most M&A transactions.
- Examine the necessary conditions for value to be created.
- Assess various Financial methods to analyze valuation strategies, pre and post merger issues and challenges
- Discuss the relevance of corporate governance for value creation strategies including mergers

Unit I:

Introduction to Mergers- types of merger- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

Unit – II:

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeovers, types, takeover strategies, - Takeover defences – anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

Unit – III:

Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

Unit – IV:

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for

amalgamation - pooling of interest method, procedure laid down under Indian companies act of 2013.

Unit – V:

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance buyback of shares.

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

References:

1. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
4. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
5. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.

20MB3E03	Security Analysis and Portfolio Management	M	L	T	P	C
		100	4	0	0	3

Unit-I:

Concept of Investment: investment meaning, characteristics, objectives Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY.

Unit-II:

Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk. Equity and Bond Valuation Models –Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization.

Unit-III:

Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

Unit-IV:

Portfolio Analysis and Selection: Portfolio meaning, Phases in Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit-V:

Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems) Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

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

References

1. S.Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009 .
3. Sudhendra Bhat: “Security Analysis and Portfolio Management”, Excel Books, New

20MB3E04	Managing Banks and financial institutions	M	L	T	P	C
		100	4	0	0	3

Course Objective:

To acquire the skills necessary to manage a financial firm, to describe and apply financial concepts, theories, and tools, and to evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions including the Federal Reserve, commercial banks, insurance companies, mutual funds, investment banks, pension funds, federal regulatory agencies, and federal and state guaranty institutions.

Course outcomes:

- Would be able to deal with banking transactions, personal or professional with a better understanding.
- Would be able to tackle investment decisions with respect to Portfolio Management.
- Would develop a clarity of RBI regulations will make Financial institutions/NBFC'S/ Foreign Banks handle various financial services with diligence, ensuring that they are on the right side of law.
- Would be able to understand the lending products and portfolio.
- Would be able to know the loan appraisal process followed by the banks and financial institutions .

Unit – I: Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions.

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

Unit – III: Risk Management in Banks : Introduction - Asset/Liability Management Practices - Credit Risk Management - Credit Risk Models - Country Risk Management - Insurance Regulations and Development Authority (IRDA).

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

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



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

References

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

Marketing

20MB3E05	Consumer Behavior	M	L	T	P	C
		100	4	0	0	3

Course Objective:

- Consumer behavior plays an important role in success or failure of any plan, ultimately impacting the development of a nation and mankind.
- The study of consumer behavior and perception with reference to digitalization is significant because of its mass coverage, numerous applications and huge cost involved.
- Students will be exposed to consumer behavior concepts such as diversity of consumer behavior, consumer research process, market segmentation, criteria for effective market segmentation, needs and motivation, decision making process, factors affecting consumer behavior and more.

Course outcomes:

- Demonstrate how knowledge of consumer behaviour can be applied to marketing.
- Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
- Understand the market segmentation, needs, motivation and measurement of motives.
- Assess and evaluate the factors, internally and externally, through which we understand consumer behaviour
- Apply relevant consumer behaviour theories in understanding the impact of marketing strategies

UNIT- I

Introduction to Consumer Behavior: Understanding consumers, factors influencing consumer behaviour and market segments. Evolution of consumer behavior, consumer analysis and business strategy.

UNIT- II

Psychological Foundations of Consumer Behavior: Consumer Perception, Personality and Behavior, Motivation, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

UNIT- III

Communication and Consumer Behavior: Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Consumerism: The roots of consumerism, consumer safety, consumer information,

UNIT -IV**Models of Consumer / Buying behavior/The importance of consumer / buyer models:**

To understand the building theory, providing a frame of reference for the future research, providing a comprehensive / multivariate explanation of consumer / buyer behavior. Developing marketing strategies, Understanding of general limitation of consumer / buyer models: The Nicosia Model, The HowardSheth model ,Engel, Blackwell and Kollat's multimediation model

UNIT -V

Consumer behavior decision process: An understanding of decision process and the multi mediation model – Psychological makeup , information and experience, evaluative criteria, attitude, personality, The CCU filter , The decision process problem recognition, alternative evaluation, factors influencing the type of decision process such as situational factors , product attributes, consumer characteristics, environmental factors.

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

References

1. Ramneek Kapoor, Nnamdi O Madichie: "Consumer Behavior" Text and Cases", TMH, New Delhi, 2012.
2. Ramanuj Majumdar: "Consumer Behavior insight from Indian Market", PHI Learning, New Delhi, 2011
3. M.S.Raju: "Consumer Behavior Concepts, applications and Cases", Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, "Consumer Behavior" 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L "Consumer Behavior", 8/e, Pearson Education, New Delhi, 2003.
6. Hawkins 'Consumer Behaviour–Building Marketing Strategy', 11thEdition, Tata McGraw Hill Pvt. Ltd. 2011.
7. Michael Solomon 'Consumer Behaviour', 9thEdition, PHI Learning Private Ltd.

20MB3E06	Promotion and Distribution Management	M	L	T	P	C
		100	4	0	0	3

Course Objective:

- To provide an understanding about the relevance of marketing communication,
- To know the promotion activities and management of distribution networks.

Course Outcomes

1. Would be able to understand the media selection, optimizing approaches, scheduling, research- Sources of themes by using various tools.
2. Would learn how to manage and motivate roles of Advertising department in making Budgeting And promotional decisions.
3. Would be able to analyze the key success factors for sales executive performance.
4. Would learn how to manage and motivate distribution channel members and Analyze the modes and their process of distribution along with Warehousing and Storage .

Unit – I Marketing Communications: The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

Unit – II Developing Integrated Marketing Communications: Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

Unit – III Personal Selling: Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

Unit – IV Sales Promotion and Support media: Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement. Support media – Elements of Support media and their role. Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

Unit – V Distribution Management: Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and



selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

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

Suggested Readings:

- Shimp —Advertising and Promotionl, 2007, Cengage Learning.
- George E Belch, Micheal A Belch & Keyoor Purani —Advertising and Promotionl, 2010, Tata McGraw Hills, 7th Ed.
- Shah & D'souza —Advertising & Promotionl, 2010, Tata McGraw Hills.

20MB3E07	Services Marketing	M	L	T	P	C
		100	4	0	0	3

Course Objectives:

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

Course Outcomes

- Describe services, value addition to services and Segmentation, Targeting & Positioning
- Express knowledge of the extended marketing mix of 4 P's for services
- Demonstrate knowledge of the extended marketing mix of 7P's for services
- Investigate knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty
- Evaluate the role of marketing communication in the promotion of services

Unit–I Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Classification of Services. Service Market Segmentation, Targeting & Positioning

Unit–II Marketing mix strategies for services: Product, Product differentiation, product levels **pricing** of services- pricing concepts, pricing strategies for services, use of differential pricing. **Place-**Service distribution, components of service delivery system, potential management, and problems associated with services delivery.

Unit–II Marketing mix strategies for services: Promotion- Advertising, Sales Promotion & Personal Selling in service industry. **People-** Importance of people in service marketing. role of various people involved. **Physical Evidence-**concept of Physical Evidence, importance, types of Physical Evidence in various services **Process-**concept, types of process, Role of process in various services

Unit-IV Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery management strategies, the nature of service consumption understanding customer needs and expectations.

Unit –V Marketing of Services: Financial Services, Health Service, IT,ITES Sectors.

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

Reference Books:



KKR & KSR INSTITUTE OF TECHNOLOGY AND SCIENCES

(Approved by AICTE, New Delhi, Permanent Affiliated to JNTUK, Kakinada)

Accredited by NAAC with A grade |Accredited by NBA (All UG Courses)

Department of Management studies

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

20MB3E08	Global Marketing	M	L	T	P	C
		100	4	0	0	3

Objectives:

- To enhance the concepts among the students about free trade at global level and attempt to bring all the countries together for the purpose of trading. To increase the conception of globalization by integrating the economies of different countries, enabling them to understanding the world peace by building trade relations among different nations.

Course Outcomes

1. To understand the concept and nature of international marketing, international marketing
Environment within which international marketing decisions are made, segmenting and
Positioning process and different modes of making entry into international markets.
2. To understand various decisions required to be made in respect of products to be launched
in foreign markets and global market entry strategies
3. Determining price and terms at which these will be offered.
3. To understand decisions related to designing channel as well as physical distribution systems for making available the products in the international markets.
4. To understand emerging trends and issues in international marketing such as international
5. marketing through internet, ecological concerns and marketing ethics

Unit – I

Global Marketing: Scope and Significance of Global Marketing, The importance of global / international marketing, Differences between international and domestic marketing International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.

Unit – II

Global Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

Unit – III

Global product management: International product positioning, Product saturation Levels

in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

Unit – IV

International Marketing Channels: channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Advertising and Branding, Grey Market goods.

Unit – V

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

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

References:

1. Varshney and Bhattacharya:International Marketing management.
2. Philip Kotler:Marketing Management
3. John Fayerweather:International Marketing
4. David Carson: International Marketing

Human Resource Management

20MB3E09	Management of Industrial Relations	M	L	T	P	C
		100	4	0	0	3

UNIT I

Industrial Relations Management: Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

UNIT II

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.

UNIT III

Quality of Work Life: Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace. Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

UNIT IV

Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to social security – Workers’ education objectives -Rewarding.

UNIT V

Employee Grievances: Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.



KKR & KSR INSTITUTE OF TECHNOLOGY AND SCIENCES

(Approved by AICTE, New Delhi, Permanent Affiliated to JNTUK, Kakinada)

Accredited by NAAC with A grade |Accredited by NBA (All UG Courses)

Department of Management studies

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

References

1. C.S Venkataratnam: “Industrial Relations”, Oxford University Press, New Delhi, 2011
2. Sinha: “Industrial Relations, Trade Unions and Labour Legislation”, Pearson
3. Education, New Delhi, 2013
4. Mamoria: “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2010

20MB3E10	Performance & Compensation Management	M	L	T	P	C
		100	4	0	0	3

Unit- I:

Introduction: –Definition –concerns-scope functions-Historical developments in performance management-Over view of performance management-Process for managing performance- Importance –Linkage of PM to other HR processes-Performance Audit.

Unit- II:

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to hr planning- Barriers to performance planning-Competency Mapping-steps-Methods.

Unit-III:

Management System: objectives – Functions- Phases of Performance Management System-Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring-Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency-Coaching- Counselling and Monitoring- Concepts and Skills .

UNIT -IV:

Compensation: concept and definition – objectives and dimensions of compensation program –Role of compensation - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

UNIT V:

Compensation Structure: Compensation Structure -History and past practices, elements of, management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Fixation of tax liability salary restructuring.

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

References

1. Prem Chadha: —Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, –Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, –Appraising and Developing Managerial Performance, Excel Books, 2003.
4. David Wade and Ronad Recardo, –Corporate Performance Management,

20MB3E11	Human Capital Management	M	L	T	P	C
		100	4	0	0	3

Objective: Today’s competitive business environment owes its success to effective management of its human resource. The quality of the organization’s employees, their attitude, behavior and satisfaction with their jobs, and their behavior towards ethics and values and a sense of fair treatment all impact the firm’s productivity, level of customer service, reputation, and survival. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting.

Course Out Comes

1. To understand Economic theories of Human Capital for Industrialization and Development of Labour Economy
2. To understand the Human Capital Cost Based Models
3. To know the various Value Based Models
4. To understand the Quality of Work Life of employees
5. To know the industrial safety-safety audit process

Unit I:

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

Unit II:

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

Unit III:

Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson’s Unpurchased Goodwill Method, Hermanson’s Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz’s Stochastic Rewards Valuation Model, Jaggi and Lau’s Human Resource Valuation Model, Robbinson’s Human Asset Multiplier Method, Watson’s Return on Effort Employed

Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

Unit IV:

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

Unit V:

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

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

References

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.
6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc - Graw Hill Book Company.
7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.
8. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University. 9. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
9. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.
10. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
11. Chakraborty, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press.

20MB3E12	Leadership & Change Management	M	L	T	P	C
		100	4	0	0	3

Objective:

Effectivemanagementdemandsheightenedleadershipandchangemanagementexpertisetomotiva teandunitepeoplebehindthevisionandtoensurecontinuousalignmentofcoreteamswithstrategicgo als.Inthiseraofscarceresources,tightdeadlines,complexuncertaintyandshiftingenvironments,de mandingcustomers,toughregulatoryregimesandalertpublicscrutiny,leadershipandpeopleskillsp layapivotalroleinsuccessacrossallbranchesofindustry.

Course out comes

1. Understand the leadership models and theories in organizational effectiveness
2. To know the leadership culture and significance of goals for leaders
3. To understand Leader Self management, Edification, Integrity.
4. To know the **role of** Change Management in organizational development
5. To know the Organization interventions for Development

Unit I:

Organisational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

Unit II:

Leadership Motivation, Culture: Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance.Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural.Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad.

Unit III:

Strategic Leadership: Leader Self management: significance - Developing self esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

UNIT IV:

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT V:

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions – Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners

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

References:

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft -Leadership| Cengage Learning 2005.
3. Uday Kumar Haldar -Leadership and Team Building| Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy -LeadrsHIP| Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lornge, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
6. Cummings: -Theory of Organisation Development and Changel, Cengage Learning, New Delhi, 2013.
7. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011. 3. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi.

Business Analysis

20MB3E13	Big Data Hadoop	M	L	T	P	C
		100	4	0	0	3

Objective: To acquaint the students with the concepts of big data and to provide hands on experience in working with Hadoop.

Unit I

Introduction to Big Data: Concept, Features of big data, big data challenges, Hadoop and its features, Hadoop Ecosystem, Hadoop Components, Hadoop Architecture, Hadoop Cluster, Hadoop Storage: HDFS

Unit II

Hadoop Mapreduce: Concept, YARN components, YARN architecture, YARN mapreduce application execution flow, YARN workflow, Anatomy of mapreduce program, distributed cache, MRunit, Reduce Join, Custom input format, sequence input format

Unit III

Introduction to Apache PIG: PIG Components & Execution, PIG data types, Data models in PIG, Programming in PIG

Unit IV

APACHE HIVE: Introduction, Architecture and components, data types and data models, HIVE partitioning and bucketing, HIVE tables, HIVE QL: joining tables, dynamic partitioning

Unit V

APACHE Hbase: Introduction, Architecture and components, Run modes, configuration, data models, HIVE data loading techniques, Introduction to Apache Spark

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

References:

1. Tom White “ Hadoop: The Definitive Guide” Third Edit on, O’reily Media, 2012.
2. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis”, Springer, 2007.
4. Jay Liebowitz, “Big Data and Business Analytics” Auerbach Publications, CRC press (2013)
5. Anand Rajaraman and Jef rey David Ulman, “Mining of Massive Datasets”, Cambridge University Press, 2012.
6. Bill Franks, “Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics”, John Wiley & sons, 2012

20MB3E14	IT Enabled Services	M	L	T	P	C
		100	4	0	0	3

Objectives:

- To make the students understand the importance of information in decision making
- To make the students understand the various types of Information Systems audit processes

Unit –I

Process of Auditing IS

Management of IS Audit Function - Risk Analysis – Internal Controls – Performing an IS Audit –Control Self-assessment – The Evolving IS Audit process

Unit-II

Governance and Management of IT

Corporate Governance – IS Strategy – IT Investment and allocation processes - Policies and Procedures – Risk Management – IS Management practices –IS Organizational structure and responsibilities – Business Continuity Planning – Auditing Business Continuity

Unit-III

IS Operations, Maintenance and Support

IS Operations- IS Hardware – IS Architecture and Software – IS Network Infrastructure – Auditing Infrastructure and Operations

Unit-IV

IS Acquisition, Development and DRP

Auditing Application Controls – Auditing Systems Development Acquisition and Maintenance –Disaster Recovery Planning

Unit-V

Protection of Information Assets

Importance of Information Security Management - Logical Access – Network Infrastructure Security- Auditing Information Security Management Framework - Environmental Exposures and Control – Physical Access Exposures and Controls

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

References:

1. Sandra Senft, Frederick Gallegos, Aleksandra Davis,(2012), Information Technology Control and Audit, 4th edition, Auerbach Publications
2. CISA Review Manual – ISACA.
Jack J. Champlain, (2003), Auditing Information Systems, 2nd edition, Wiley.

20MB3E15	Data Visualization & Decision Making System	M	L	T	P	C
		100	4	0	0	3

Objective:

- To integrate complex data analytics with decision making in learners learning
- System to effectively deliver design principles
- To provide exposure and detailed knowledge on visualizing complex data types

UNIT I

Purpose of Visualization, Excellence and Integrity, Sources – Sophistication - forms

UNIT II

Theory of Data Graphics, Design – data density – Aesthetics- Dashboards – principles of creation – real time data visualization

UNIT III

Principles of decision making – Semiotics- use of data in aiding quality of decision making – theories of visual cues – color, Pattern, Space etc.

UNIT IV

Data characteristics – representation methods and techniques for different types of data– Visualization Process

UNIT V

Decision Management Systems – Business Rules – Principles – Service Oriented Platform- Design and Implement Decision Services

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

References:

1. Edward Tufte, The Visual Display of Quantitative Information, Graphics Press, Ed.2
2. Efraim Turban , Jay E. Aronson , Ting-Peng Liang, “Decision Support Systems & Intelligent Systems”, 9th Edition, Prentice Hall, 2010.
3. Stephen Few, Information Dashboard Design, Analytics Press, 2015
4. Wilkinson, L. (2006). ‘The Grammar of Graphics’. Springer Science & Business Media.
5. Edward Tufte, Envisioning Information, Graphics

20MB3E16	Information System Audit & Control	M	L	T	P	C
		100	4	0	0	3

Objectives:

- To help in understanding basic concepts in Information Systems Audit.
- To help in understanding the importance of Information and systems audit.
- To help in analyzing the effects of Information Systems and Audit.

UNIT-I:

Overview of Information System Auditing: Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

UNIT-II:

The Management Control Framework-I: Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

UNIT-III:

The Management Control Framework-II: Security Management Controls, Operations Management Controls Quality Assurance Management Controls- Case Studies.

UNIT-IV:

Evidence Collection: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies.

UNIT-V:

Evidence Evaluation: Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function,

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

References:

1. Ron Weber: —Information Systems Control and Auditl, Pearson Education, 2013.
2. D P Dube: Information System Audit and Assurance, TMH, New Delhi, 2008.
3. Ashok Kumar Sharma, "Analysis Design & Implementation of Information Systems: A Transition to Objects",
4. Vikas, Alter, "Information System: A management perspectives Addison Wesley
5. Arore & Bhatia, "Information System for Managers", Excel Bansal. "Information System Analysis and Design", New Age Murdick, "Information System for Modern Management", PHI.

Tourism & Hospitality Management

20MB3E17	Hospitality Management	M	L	T	P	C
		100	4	0	0	3

Objectives:-

- a. To give the basic knowledge about the hospitality industry
- b. To introduce the various Hotels & Resorts and its importance
- c. To gain thorough knowledge & Skills into various operations in Hotel Industry.

Unit-1

Hospitality Industry: Introduction, Symbol of Hospitality, its origin, and growth. Hotel Definition and Core areas of Hotel – Hotel Organization structure – Types of Guest Rooms – Role of Computers in Hospitality Sector.

Unit-2

Classification of Hotels: Significance of Hotel in the Tourism Industry – Classification of Hotels on the basis of - Star Rating, Size, Location, Clientele, Duration of stay, Level of Service, Ownership, Theme – Alternative Accommodations – International Hotel Symbols.

Unit-3

Room Reservation system & Tariff structure: Importance of Reservation systems – Types of Reservations, Registrations –Hotel Tariff: Tariff Plans, Tariff fixation, Room Tariff card (Group Rate, Volume Rate, Business service Rate, Wholesale Rate, Govt. Rates, Discounted Rates, Seasonal Rates, Weekend / Weekday Rates) – Room Revenue – Hubbart Formula.

Unit-4

Evaluation of hotel Performance: Methods of Measuring Hotel performance - Occupancy Ratio, Average Daily Rate, Average Room Rate per Guest, Rev PAR, Market share Index and by Guest – Hotel Check-in and Check-out Procedure –Yield Management: Elements of it, Measuring yield, benefits, Problems of yield management in Hotel.

Unit-5

Miscellaneous Departments in Hotel Industry: Security – Engineering and Maintenance Department – Human Resource Department – Sales and Marketing Departments –Medical Emergency – Tourism Information Desk – Safe Deposit Locker in Hotel – Environmental Management in the Hospitality Industry.



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

References:

1. Introduction to Hospitality Management – Walker, Pearson Education India Publications; 2 editions (2008)
2. Introduction to Hospitality Industry - S. Bagri, Aman Publications (2009)
3. Introduction to Tourism and Hospitality Industry - Sudhir Andrews, McGraw Hill Education
4. Hotel Front Office: Operations and Management -Jatashankar Tewari, Oxford University Press; Second edition (2016)
5. Hotel Housekeeping: Operations and Management- G. Raghubalan, Oxford University Press India; 3 editions (2017).

20MB3E18	Financial Management for Tourism	M	L	T	P	C
		100	4	0	0	3

Objectives

1. To acquaint oneself with the fundamental principles of Financial management
2. To enable oneself to analyze and interpret the investment decisions
3. To be familiar with CVP analysis

COURSE OUTCOMES:

- ❖ To know the fundamental knowledge on Financial Management in Tourism & Hospitality Management
- ❖ To identify importance of Investment & Financing Decisions for Tourism
- ❖ To identify importance of Cost – Volume – Profit Analysis in Tourism Industry.
- ❖ Obtain a practical knowledge of the financial aspects of the Tourism Industry.

UNIT-I

Introduction to Financial Management: Nature & Scope of Financial Management - Role of Financial Manager - Finance Functions. Financial Implications in service organizations like Theme parks, Transport and Hotels.

UNIT-II

Financial Management in Govt. Tourism Organizations: Scope & organization of Finance Functions in govt. tourism organizations - planning & budgeting - Finance controls - MOU in Tourism & Hospitality Industry.

UNIT-III

Cost - Volume - Profit Analysis: Cost Behaviors; Contribution concept; Break Even Analysis, Application of CVP analysis in service organizations like Transport, Holiday's Resorts, Hotels and Package Tours.

UNIT-IV

Investment Decisions: Nature & Scope of Capital Budgeting - Capital Budgeting Techniques - Factors determining the capital budgeting in tourism industry. Capital Structure decisions in Tourism & Hospitality industry.



UNIT-V

Financing Decisions: Capital markets in India - Long-term finance - Sources of Long-Term finance to Tourism & Hospitality industry – Short-Term Finance - Working Capital Management - Sources of working capital- Working capital management in Tourism Services.

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

References:

1. Eyster J.J. : Rhodes R.C. and Rosenblatt, R.L.; Managerial Accounting in the Hospitality Service Industries 2 nd Ed. W.C. Brown Co. 1976.
2. Shrivastava R.M. : Financial Management.
3. Prasanna Chandra, 'Financial Management'
4. Pandey I.M. : Financial Management.
5. Hampton .J , 'Financial Decision Making', Prentice Hall India, Delhi

20MB3E19	Tour Operations Management	M	L	T	P	C
		100	4	0	0	3

Objectives

1. To Understand the significance of travel agency and tour operation business;
2. To Know the current trends and practices in the tourism and travel trade sector; and
3. To develop adequate knowledge and skills applicable to travel industry.

Course Outcomes

- The students will have good learning on tour operations business.
- They can prepare and market tour itinerary.
- They will know the importance of tour operators, guides and escorts.

UNIT-I

Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.

UNIT-II

Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

UNIT-III

Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do’s and Dont’s of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

UNIT-IV

Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

UNIT-V

Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOL, ADTOI, IAAI, FIYTO, TAFI.

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



References:

1. Chand, M. (2002), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
2. Negi. J (2005), Travel Agency Operations: Concepts and Principles, Kanishka, New Delhi.
3. Holloway, J.C. (2002), The Business of Tourism, Prentice Hall, London, pp.220-279.
4. Roday. S, Biwal. A & Joshi. V. (2009), Tourism Operations and Management, Oxford University Press, New Delhi, pp-164-296.

20MB3E20	Travel Media	M	L	T	P	C
		100	4	0	0	3

Objectives

1. To understand the dynamics of Travel Writing.
2. To appreciate the scope for entrepreneurship in Tourism and Hospitality.
3. To help them become job creators rather than job seekers.

COURSE OUTCOMES:

- ❖ Designing location details & specialties with differential packages.
- ❖ Lists the enterprises and their functions in travel industry.
- ❖ Explains the relationship among transportation, tour operators and travel industry.
- ❖ Identifies the economic effects of travel and tourism on destination countries.

Unit – I

Travel Writing: Articles and Short Pieces of Travel Writing, Magazines, Travel Newsletters, Short Pieces for Books – The Internet – Researching and Approaching Markets – Travel Books – Guide Books – Accommodation Guides – Business Travel – Coffee Table Books, Autobiographical Tales – Anthologies.

Unit – II

Electronic Media in documenting destinations, Travel and Transport, Hospitality and tourism resources – Nature of Media coverage: Webcast and telecast _ Script writing for travel programs – Identifying points for visual support – Conducting interviews – Virtual tourism.

Unit – III

Research Topics: Sources of Information – Research on the Internet – Researching on the spot – Organizing research material.

Unit – IV

Developing Ideas for Travel Articles – Journey Pieces – Activity Pieces – Special Interest Pieces – Side-trips – Reviews – Ideas from own travel experiences – Ideas from other sources.

Unit – V

How to portray the experiences: Practical tips – Choosing the right words – Verbs, Adjectives and clichés, Illustrations – The Practicality of taking photographs, Non-Photographic Illustrations.

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

References:

1. Janet Macdonald (2000), Travel Writing, Robert Hale, London.
2. Brunt.P. (1997), Market Research in Travel and Tourism, Butterworth and Heinemann, UK.



3. Clark, Riley.M., Wood, R.C. (1998), Researching and Writing Dissertations in Hospitality and Tourism, UK.
4. Nelison C. (2001), Tourism and the Media: Tourist Decision Making, Information and Communication, Hospitality Press, Melbourne.
5. Arvaham E. & Ketter E. (2008), Media Strategies for Marketing Places in Crisis, Elsevier, UK.
6. Scot Ober, Contemporary Business Communication 3/e, Houghton Mifflin Company, 2000.

20MB3P01	Managerial skills development & Practices -3	M	L	T	P	C
		50	0	0	3	2

Objective:

Personality development is the most important facet that any professional must work on. This course will help students in understanding the various aspects of personality and its need. It will also help in developing creative thinking, presentation skills, interpersonal skills, soft skills and team building skills. All these skills will help the participants in their overall personality development.

Unit-I:Business news analysis.

Activity 1: Discussion on Everyday News Highlights

Activity 2: Company SWOT (Strengths, Weaknesses, Opportunities, Threat) Analysis Based on News.

Activity 3: PEST (Political, Economical, Social, Technological) Analysis Based on News.

Activity 4: Analysis on Different Sectors and Industries.

Unit-II: Group Discussion**Unit-III:****Stock Market Analysis**

Activity 1: Basic Stock Market Terminology: BSE-NSE- Sensex –Nifty.

Activity 2: Stock Market Everyday Update-Indian Market-Global Market.

Activity 3: Stock Market Upcoming events-Earnings,economic,Stock splits.

Activity 4: Stock Market news commentary

Activity 5:Pre market stock activity.

Unit-IV: Live Articles Discussion**References:**

1. Daily News Papers
2. Business News Papers
3. Business Journals
4. Current Affairs

IV SEMESTER

20MB4T01	LOGISTICS AND SUPPLY CHAINMANAGEMENT	M	L	T	P	C
		100	4	0	0	4

Course Objective:

- The course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chain and also the ability to apply them in the enterprise reality.
- The course will also strengthen the holistic view on supply chain operations. management and strategy and some current research area in supply chain management consequently
- To acquaint students on the importance of logistics and supply chain management in current business operations
- To create awareness on optimum resource utilization with strategic supply chain decision making
- The course provides advanced knowledge about logistics and their supporting systems from a supply chain perspective.

Course outcomes:

1. Can understand the Tier Suppliers, Vendors and end users contribution in Value chain.
2. Could enhance the knowledge of Value added service and gap Management for effective and smooth Supply chain within the frame of suitable Logistics.
3. Could enhance the knowledge of global operating levels with interlinked global economy.

UNIT I:

Logistics and Competitive strategy: Competitive advantage –Gaining Competitive advantage through logistics-Integrated supply chains–Competitive performance -Models in Logistics Management -Logistics to Supply Chain Management –Focus areas in Supply Chain Management.

UNIT II:

Measuring logistics costs and performance: The concept of Total Cost analysis –Principles of logistics costing –Logistics and the bottom-line –Impact of Logistics on shareholder value -customer profitability analysis—cost drivers and activity-based costing.

UNIT III:

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes –Supplier and distributor benchmarking – setting benchmarking priorities –identifying logistics performance indicators –Channel structure .

UNIT IV:

Sourcing, Transporting and Pricing Products: sourcing decisions and transportation in supply chain –infrastructure suppliers of transport services –transportation economics and pricing –documentation -pricing and revenue management Lack of coordination and Bullwhip Effect -Impact of lack of coordination. -CRM.

UNIT V:

Managing global Logistic: Logistics in a global economy –views of global logistics-global operating levels –interlinked global economy –Global strategy –Global purchasing –Global logistics –Channels in Global logistics.

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

References

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning andOperation”,Pearson Education, New Delhi 2013
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009



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20MB4T02	Business Ethics & Corporate Governance	M	L	T	P	C
		100	4	0	0	4

Course Objective:

- To make students to understand Business ethics, governing aspects of corporate both in terms of Legal and Ethical aspects in holistic view in modern environment.
- To help the students to recognize legal and ethical issues when making business decisions
- To gain an enhanced understanding of following ethical rules and ethical constraints•
- To improve analytical problem solving and ethical decision making skills.

Course Outcomes:

1. Understand, and evaluate various organizational influences affecting ethical decisions
2. Present and analyze ethical and moral issues and Explore ethical theories
3. Identify and evaluate business ethics theory and corporate social responsibility
4. Identify, interpret, and analyze the global, political, social, environmental, technological and cultural context of the business environment
5. Articulate issues in business ethics, the ethical business environment and their potential effect on personal, managerial and corporate decisions

UNIT-I

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

UNIT-II

Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

UNIT-III

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues – Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

UNIT IV

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance
OEGB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

UNIT V

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting.

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

References:

1. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “Business Ethics and Corporate Governance”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, 2011.
5. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers, New Delhi

FINANCE

20MB4E01	International Financial Management	M	L	T	P	C
		100	4	0	0	3

Objective: This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned basic financial management course.

Course Outcomes:

- Understand international capital and foreign exchange market.
- Identify and appraise investment opportunities in the international environment.
- Analysis the working capital globularly
- Identify and evaluate foreign direct investment and international acquisition opportunities.
- Develop strategies to deal with other types of country risks associated with foreign operations. Express well considered opinion on issues relating to international financial management.

UNIT I

Introduction to international Financial Management: International Finance and Multinational Business Firms: Evolution and Scope of International Finance – International Financial Functions - Goals of International Financial Management –Motives for International Investments - International Monetary System. International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation

UNIT II

Foreign Exchange Markets: Major Participants – Exchange Rate Mechanism - Determination and Forecasting of Exchange Rates - Quoting Foreign Exchange Rates - Fixed vs. Flexible Exchange Rate Regimes - Measurement and Management of Foreign Exchange Exposures.- Balance of Payments (Equilibrium vs Disequilibrium)

UNIT III

Management of Working Capital at International Perspective: Cash Management, Management of Receivables and Inventory Management of a Global Firm - Financing Strategies of Current assets.

UNIT IV

International Capital budgeting: Foreign Direct Investment-International Capital Budgeting-Evaluation and Management of Political Risk International Project Appraisal

Techniques – Adjusted Present Value – Risks in Cross boarder Investment decisions - Cost of Capital for foreign Investments and Financing Decisions of a Global Firm.

UNIT V

Global Indebtedness: External Resources and Development-Nature and Magnitudes of External Debt-Factors influencing Debt Crisis-Management of external Indebtedness and Challenges- Global Financial Markets – International Equity Market – International Bond Market – International Debt Instruments - Euro Markets – International Financial Institutions.

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

References:

1. Bhalla V.K., International Financial Management, Anmol Publications, New Delhi
2. Jeff Madura, “ International Financial Management” Cengage Learning Limited, 2008.
3. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
4. Vyuptakesh Sharan, “International Financial Management” PHI, 2012.
5. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009
6. Eiteman, David K., Arthur I. Stonehill and Michael H. Moffett, Multinational Business Finance, Addison Wesley, New Delhi.
7. Ephraim Clark., International Financial Management, Cengage, New Delhi.
8. Eun Cheol S., Bruce G., Resnick, International Financial Management, Tata McGraw Hill, New Delhi.
9. Sailaja, G., International Finance, Universities Press.
10. Reid W.Click and Joshua D Coval., Theory and Practice of International Financial Management, Prentice Hall of India, New Delhi.
11. Shapiro, Alan., Multinational Financial Management, Prentice Hall of India, New Delhi.
12. Thummuluri Siddaiah, International Financial Management, Pearson, New Delhi.

20MB4E02	Financial Derivatives and Risk Management	M	L	T	P	C
		100	4	0	0	3

Objective: To enlighten the students with the concepts and practical applications of derivatives in the security markets. To equip the students with adequate knowledge and Skill to understand and manage the risk and uncertainties to which financial institutions are exposed to.

COURSE OUTCOMES:

1. Explain the definitions and uses of a variety of derivatives; e.g., futures, options, swaps and options.
2. Communicate financial derivatives pricing and risk management ideas in a clear and sufficient manner.
3. Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice

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

UNIT– II: Futures and Forwards: Meaning, Importance, Futures Exchanges Market Participants – Clearing House and Margins – Futures Pricing – Stock Index Futures – Forwards Vs Futures – Hedging strategy Using Future – Basic Principle, Arguments for and Against Hedging –Basic Risk, Minimum Variance Hedge Ratio, Hedging through Stock Index Futures

Unit - III: Options Market – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options- Trading Strategies Involving Options – Basic Option Positions – Margins – Options on Stock Indices – Option Markets in India on NSE and BSE.

Unit – IV: Introduction The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

Unit – V: Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR Non-Insurance

methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM): evolution & concept, RBI guidelines. Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

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

References

1. Hull C. John, Options, Futures and Other Derivatives, Pearson Education Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options| Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, -Futures Markets: Theory and Practicel Tata-McGraw-Hill Publishing Company Ltd
7. Rene. M. Stulz, -Risk Management & Derivatives|, 2003, Thomson Southwestern.
8. Jayanth Rama Varma, -Derivatives and Risk Management|, TMH.
9. Theory and Practice of Treasury and Risk Management in Banks, Indian Institute of Banking and Finance, March 2006, Taxmann

20MB4E03	Taxation	M	L	T	P	C
		100	4	0	0	3

Course Objectives:

- To acquaint the students with the theoretical and practical aspects of direct taxes including wealth taxes.
- To make the students understand the basic concepts, definitions and terms related to direct **taxation**.
- Students will be able to identify the technical terms related to direct **taxation**.
- To help the students to understand the various deductions under Chap VI-A of the Income **tax** act, 1961.

Course outcomes:

1. Acquire the complete knowledge of basic concepts of income tax and exempted incomes
2. Identify and comply with the relevant provisions of the Income Tax Act as it relates to the income tax of individuals
3. To acquaint themselves about the concept and principles of Auditing, Audit process, Assurance Standards, Tax Audit, and Audit of computerized Systems.
4. To understand the basic concepts and to acquire knowledge about Computation of Income, Submission of Income Tax Return, Advance Tax, and Tax deducted at Source, Tax Collection Authorities under the Income Tax Act, 1961.
5. Students realized financial reporting and corporate governance. Taxation implications must be considered during decision making processes

Unit –I:

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

Unit- II:

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

Unit III:

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

Unit IV:

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation



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Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

Unit V:

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

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

References:

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

20MB4E04	Behavioral Finance	M	L	T	P	C
		100	4	0	0	3

Objective: To help students appreciate the limitations of ‘rational’ models of investment decision making; To introduce students to an alternate framework for understanding price discovery in the markets; and to help students identify persistent or systematic behavioral factors that influence investment behavior

Course Outcomes:

- Understand what behavioral finance is, how it differs from modern finance, and how it impacts on financial markets
- Describe the most common self-deception biases, their causes, and potential measures you can take to prevent them
- Understand cognitive biases and explore their root causes with real life examples
- Critically evaluate behavioral influences involving corporate (executive) financial decisions
- Critically discuss important developments in this new area and the associated practical insights they provide

Unit – I

Introduction to Behavioral finance: Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law - Subjective probability – Representativeness – Anchoring - Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.

Unit – II:

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decisionmaking in historical prospective - Allais and Elsbeg’s Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency .

Unit –III:

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis .

Unit – IV:

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Mergers and Acquisitions. Systematic approach to using behavioral factors in corporate decisionmaking. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

Unit – V:

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risktaking. Personality traits and risk attitudes in different domains.

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

References:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves. □ The Psychology of Investing by John R.
2. Understanding Behavioral Finance by Ackert □ Nofsinger, Pearson Prentice Hall, (4th Edition)
3. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, □ McGraw-Hill
4. Handbook of Behavioral Finance – Brian R. Bruce
5. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
6. Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
7. Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient
8. Markets, Oxford University Press. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and
9. Markets, South-Western Cengage Learning, Mason, Ohio. Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
10. Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York).
11. Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral
12. Finance, Oxford University Press, Oxford. Montier, James (2002):
13. Behavioural Finance, John Wiley & Sons, New York. Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill

MARKETING

20MB4E05	Retail management	M	L	T	P	C
		100	4	0	0	3

Objective:

1. To familiarize students with retailing concepts, strategies, and problems.
2. To enhance student’s capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations
3. To be able to write the retail business plan to set up the new retail business
4. To improve students’ capacity to identify current marketing activities engaged by retailing organization and use of technology in retailing
5. TO creating and developing services and products that meet the specific needs of customers and offering these products at competitive advantage.

Course Outcomes

1. Would be able to understand how the consumers' decision process affects retailers.
2. Would be able to develop a retail strategy that appeals to a specific target market, which includes location, layout/design, merchandising, pricing, and promotions.
3. Would be able to understand how changes in operational variables (e.g., price, COGS, demand, expenses) affect profit.

Unit – I

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Retailing Marketing Environment: Elements in a Retail Marketing Environment,

Unit – II

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Limitations of Market Segmentation.

Unit – III

Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Retail Format, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process-Retail Pricing, Factors Influencing Pricing, Pricing Strategies.

Unit – IV

Customer Relationship Management in Retailing: Introduction, Benefits of Relationship Marketing, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, , CRM and Loyalty Program-Understanding Integrated Marketing Communication, - Integrated marketing process.

Unit – V

International Retailing: Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods.

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

References:

1. Sheikh and Kaneez Fatima, -Retail Managementl, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:lThe Art of Retailingl, Tata McGraw Hill Education Pvt. Ltd. N. Delhi.2011
3. Sivakumar, A, -Retail Marketingl, Excel Books, New Delhi, 2007
4. Swapna Pradhan, -Retail managementl, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012

20MB4E06	Market Research	M	L	T	P	C
		100	4	0	0	3

Objective:

Marketing Research is concerned, primarily, with the systematic gathering and analysis of primary and secondary information to significantly reduce uncertainty in major marketing problem areas. Exposure to problem definition, sampling, collecting, and interpreting data is experienced through discussion, case analysis, and group projects.

Course Outcomes

1. To understand the role of Marketing Research in the 21st Century
2. To understand the Research Process steps
3. To understand the Good Research Design in Marketing Decision Process,
4. To know the Data Collection Sources and Methods of Marketing Research
5. To know the testing the Questionnaire, Measurement and Scaling Techniques

UNIT-I

Marketing Research Dynamics: Introduction, Meaning of Research, Research Characteristics, Various Types of Research , Marketing Research and its Management, Nature and Scope of Marketing Research , Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information

UNIT-II

Planning the Research Process: Introduction, Research Process: An Overview, Formulation of a Problem, Research Methods, Research Design, Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing, Components of Research Proposal, Components of Research Paper

UNIT-III

Research Design: Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design

UNIT-IV

Data Collection Sources and Methods: Introduction, Meaning and Nature of Secondary Data, Advantages of Secondary Data, Drawbacks of Secondary Data, Types of Secondary Data Sources, Primary Data and its Types.

UNIT-V

Designing a Questionnaire: Introduction, Questionnaire Design, Questionnaire Building, Process of Questionnaire Design, Information Required , Interview Method, Questionnaire



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Format and Question Composition, Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire, Measurement and Scaling Techniques-

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

References:

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.

20MB4E07	Product and Brand Management	M	L	T	P	C
		100	4	0	0	3

Course objective:

The objective of this course is to learn fundamentals of Product and Brand Management. The aim of Product Management Part is to make participants understand competition at product level as well as brand level. Two broadly important aspects namely Product Management from competition point of view and Product Management from New Product Development and Innovation point of view are to be covered. The main aim for Brand Management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.

Course Outcomes

1. To understand the fundamentals of Product and Brand Management
2. To understand the Product Market Evolution with New Product Development
3. To understand the Product Architecture and Prototype Product
4. To understand Segmentation Preference Models
5. To evolution of different Models of Product Management

Unit-I

Product and Branding Decisions: Product, Policy, Objectives, Product Mix, Product Line, Packaging, Product Modification and Deletion. Brand Management: Branding, Brand Positioning, Repositioning Strategies and Brand Loyalty, Brand Equity, Brand Management Practices.

Unit-II

Product Market Evolution: Strategy and Planning. New Product Development: Innovation and New Product Development (NPD), Theories of NPD, Models of NPD, Generic Product Development Process. New Product Introduction, Growth Strategies Intensive, Interactive, Diversification Strategies. Product Portfolio Analysis BCG, GE, Ad Little. Shell International, Risk-return Analysis.

Unit-III

Product Modification and New Product Introduction: Idea Generating Device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea-Screening. Product Concept Generation, Concept Selection, and Concept Testing, Product Architecture, Design for Manufacturing, Prototype Product.

Unit-IV

Market Segmentation: Market Structure Analysis. Preference Segmentation. Perceptual Mapping, Preference – Choice Models, Wind Robertson Market Model, BRANDAID Model and Defender Model, DESIGNR, and PREFMAPS – Flow Charts and Concepts. Business Analysis-Cost Behavior-Learning Curve Analysis. Innovation Diffusion and Adoption Process- Demand Analysis–First Purchase and Repeat Purchase, Trial and Repeat Models.



Unit–V

Product Development and Testing: Product Launching, Six Guiding Principles of Product Launching, Pre-testing, Test Marketing, Marketing Mix Allocations. Planning Annual Budget and Strategy. PLANOPT Model & MARMIX Model. Organization for Product Management.

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

References:

1. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
2. Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
3. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
4. Building Brand Value : Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006, New Delhi: Tata McGraw Hill
5. Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
6. Branding, A reference guide to solving your toughest branding problems and strengthening your market position, B. VanAuken, 2007. Jaico Publishing House

20MB4E08	Digital and Social Media Marketing	M	L	T	P	C
		100	4	0	0	3

Course Objective:

- Digital marketing channels that can help the students to understand the increased business visibility and brand awareness.
- It shows a professional presence on social media helps them to reach a broader target audience to secure more leads and convert them into loyal customers.

Course Outcomes

1. Explain the role and importance of digital marketing in a rapidly changing business landscape (Knowledge)
2. Discuss the key elements of a digital marketing strategy (Comprehension)
3. Develop a holistic understanding of the digital marketing plan. (Application)
4. Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs (Analysis)
5. The key techniques used for digital marketing, including social media marketing (Evaluation)

Unit – I

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

Unit – II

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Online Public Relations, Mobile Marketing, Digital Era Segmentation – Importance of Audience Segmentation. Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

Unit – III

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

Unit – IV

Search Engine Marketing: Search Engine Marketing and Online Advertising Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

Unit – V

Social Media Marketing: Understanding Social Media-Face book, LinkedIn, Blogging as a social medium, Micro blogging with Twitter, Social Sharing with YouTube, Social Media for



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Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

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

REFERENCES

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page 2014
2. Vandana Ahuja ,Digital Marketing Paperback Oxford University Press 2015
3. Vandana Ahuja,'Digital Marketing' Oxford University Press, 2016 edition

HUMAN RESOURCE MANAGEMENT

20MB4E09	International HRM	M	L	T	P	C
		100	4	0	0	3

Objective:

- To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
- To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
- To develop relevant skills necessary for application in HR related issues
- To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

Course Outcomes:

- Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
- Develop successful programs for international assignees (short term/long term)
- Evaluate “best practices” across cultures
- Become an expert in a particular country with regard to issues and practices pertaining to major HRM functions
- To integrate the knowledge of HR concepts to take correct business decisions

UNIT I

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

UNIT II

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

UNIT III

Cross Culture Management: Importance – Concepts and issues – Understanding Diversity – Managing Diversity Cross- Cultural Theories – Hofstede’s Model – Kluckhohn – Andre- Laurent‘ Theory – Cultural Issues. – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch - Challenges of Indian MNCs.

UNIT IV

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

UNIT V

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

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

References:

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

20MB4E10	HR Metrics and Analytics	M	L	T	P	C
		100	4	0	0	3

Objective: Objective of the course is to provide knowledge in developing right HR metrics and analytics based on the organizational requirements. This will lay foundation in pruning HR metrics into Analytics for effective management decisions.

Course Outcomes

1. State the need for studying appropriate internal and external human resource metrics, (Knowledge)
2. Explain the Creating levels of metrics measures in HR practices (Comprehension)
3. Show the significance and role of HR analytics, and the ability to track, store, retrieve, analyze and interpret HR data to support decision making. (Application)
4. Analysis in HR functional Diversity (Analysis)
5. Asses Mediation process, moderation and interaction analysis in HR Interventions (Evaluation)

Unit I:

HR Metrics Concepts, Objectives-Historical evolution of HR metrics.--Explain how and why metrics are used in an organization-HR metrics design principles-Approaches for designing HR metrics, Align HR metrics with business strategy, goals and objectives.

Unit II:

HR Metrics Measures—HR Efficiency measures—HR Effectiveness measures-- HR value / impact measures. Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics-- Compensation & Benefits Metrics -- Employee relations & Retention Metrics

Unit III:

HR Analytics: Introduction, Objectives of HR Analytics. Importance of HR Analytics. HR information systems and data sources-HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r) Model.

Unit IV:

Diversity Analysis- Workforce segmentation. Recruitment and Selection Analytics- Finding out selection bias. Predicting the performance and turnover. Performance Analysis-- Predicting employee performance, Training requirements, evaluating training and development.

UNIT V:

Analytics Tools and Techniques for HR Professionals: Key Systems of Record for HR Data– Software Tools– Excel Quantitative Techniques– Excel Visualization– Excel Analytic techniques– Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR

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

References

1. Edwards Martin R, Edwards Kirsten (2016),—Predictive HR Analytics: Mastering the HR Metricl,Kogan Page Publishers, ISBN-0749473924
2. Fitz-enz Jac (2010), —The new HR analytics: predicting the economic value of your company’s human capital investmentsl, AMACOM, ISBN-13: 978-0-8144-1643-3
3. Fitz-enz Jac, Mattox II John (2014), —Predictive Analytics for Human Resourcesl, Wiley, ISBN- 1118940709
4. Bernard Marr(2018), Data Driven HR:How to use Analytics and metrics to data driven performance,Kindle Edition.
5. John Sullivan(2003)HR Metrics The World Class Way, Kennedy Information ISBN 978- 1932079012

20MB4E11	Manpower Planning, Recruitment and Selection	M	L	T	P	C
		100	4	0	0	3

Course objective:

- Explore the Techniques of Manpower Planning
- Explain the Induction and Training Process in HRM

Course out comes

1. To know the Methods and Techniques of Supply Forecasting Micro Level Planning.
2. To understand Human Resource Distribution Mapping and Identifying Surplus of HRP
3. To understand the contemporary issues on job analysis, job design, job evaluation
4. To evaluation of barriers in effective selection-making
5. To understand linking training and development to company's strategy,

Unit I

Basics of Human Resource Planning: Macro Level Scenario of Human Resource Planning- Factors affecting HRP -Concepts and Process of Human Resource Planning - Methods and Techniques of Demand Forecasting - Methods and Techniques of Supply Forecasting - Micro Level Planning.

Unit II

Manpower Planning, Human Resource Planning and Business Environment; Defining and Drawing Manpower Systems- Stocks and Flows; Human Resource Distribution Mapping and Identifying Surplus; Downsizing Strategies- Legal and voluntary framework.

Unit III

Analysis, design and evaluation of job: nature of job analysis, process, methods of collecting job data, potential problems with job analysis-job design-contemporary issues-job evaluation – process-methods.

Unit IV

Recruiting and selecting the right talent: recruitment and selection needs-recruitment process- alternative to recruitment-selection process-evaluation-barriers to effective selection-making the selection effective.

Unit V

Training and Development: Overview of training and development systems, organizing training department, training and development policies, linking training and development to company's strategy, Requisites of Effective Training, Training Needs Assessment (TNA) Designing Training and Development Programs Evaluation of Training and Development.

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

References:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Subba Rao P: —Personnel and Human Resource Management-Text and Cases, Himalaya Publications, Mumbai, 2013.

20MB4E12	Cross – Cultural Management	M	L	T	P	C
		100	4	0	0	3

Course Objective:

The objective of this course is

1. To enhance the ability of class members to interact effectively with people from cultures other than their own.
2. The course is aimed at significantly improving the ability of practicing managers to be effective global managers.
3. To provide a thorough understanding of the impact of an international context on management practices based on culture.
4. To explain and evaluate frameworks for guiding cultural and managerial practice in international business.
5. To enhance the ability of interact effectively in the context of international business

Course Outcome:

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

1. Ability to have critical approach in analyzing Behavioural differences among the group members and while working in multicultural team to enhance performance.
2. Having a clear understanding of the subject related concepts and of contemporary issues.
3. Having problem solving ability – solving social issues and business problems.
4. Having cross cultural competency exhibited by working in teams.

Unit – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

Unit – II

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

Unit – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations-Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre.. Motivating and Leading; Developing



the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Unit – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

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

References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

BUSINESS ANALYSIS

20MB4E13	Web Analysis	M	L	T	P	C
		100	4	0	0	3

Course Objectives:

- Understand the concept of web analytics
- Understand click stream and emerging analytics like social, mobile and video
- Apply web analytics metrics using a tool

UNIT-I: Introduction to Web Analytics: Concept of web analytics, Importance and benefits of Web Analytics, Selecting a web analytic tool, Web Metrics – Visits and Visitors, Time on page and Time on site, Bounce Rate, Exit Rate, Conversion rate, Engagement, Attributes of metrics, Strategic elements related to web metrics – diagnosing root cause, leveraging customer reports, macro view of the site’s performance

UNIT-II: Click stream Analysis and KPI’s: Understanding the web metrics of a web site, Producing web analytics report, Foundational Analytical strategies – Segmentation, Focus on Customer Behaviour, Different Clickstream Analysis, Web analytics challenges, Actionable outcome KPIs, understanding the conversion rates, measuring macro and micro conversions, quantifying economic value, measuring success for non – economic website

UNIT-III: Leveraging Qualitative Data, Testing and Experimentation: Lab Usability Studies, Usability Alternatives, Surveys, Web-enabled emerging user research options, Testing – A/B Testing, Multivariate Testing, Actionable Testing ideas, Controlled Experiments, Creating and Nurturing a testing culture, Competitive Intelligent Analysis – CI data sources, types and secrets, web traffic analysis, search and keyword analysis

UNIT-IV: Emerging Analytics: Social Analytics – Data challenge, content democracy evolution, twitter revolution, analyzing offline customer experiences, analyzing mobile customer experiences, Measuring the success of blogs, Quantifying the impact of Twitter, Analysing performance of videos, Hidden web analytics traps – accuracy or precision, Dealing with data quality, Building action dashboard, Nonline marketing opportunity and multichannel measurement, Behaviour Targeting, Challenges in Online data mining and Predictive Analytics

UNIT-V: Principles of an Analyst: Understanding the context, Comparing KPIs over time, measuring latent conversions, understanding the search analytics, Multitouch Campaign Attribution Analysis, Multichannel Analytics.



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Department of Management studies

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

References:

1. Kaushik, A. (2010), Web Analytics: An hour a day, New Delhi: Wiley India.
2. Waisberg, D. (2015), Google Analytics Integration, New Delhi: Wiley India.
3. Clifton, B. (2012), Advanced Web Metrics with Google Analytics, New Delhi: Wiley India.

20MB4E14	Information System for Managers	M	L	T	P	C
		100	4	0	0	3

Objectives:

The course outlines to introduce the application of IT in business and how they revitalize functioning of the business entities across the globe by gaining competitive advantage

Unit-I

Foundations of IS: Why Information Systems, Informational needs of managers, Components of Systems viz., Hardware, Software, Database, Networks, Human Resources, Elements of IS, Characteristics of IS, Types of IS for managers - TPS, DSS, EIS

Unit-II

SDLC and Various Methods: Systems Development Life Cycle, Various methodologies of IS development, Agile and Continuous Delivery Models, Design and Implementation of Innovative Process models.

Unit-III

Various forms of IS: Transaction Processing Systems, Decision Support Systems, GDSS, Executive Information Systems, Expert Systems.

Unit- IV

IS and its Various applications: Application of various IT applications in business: ERP, CRM, SCM, E-Commerce, m-Commerce

Unit-V

Managerial Issues in IS: Emerging issues in managing Information Systems in business like Systems Security,

Technological obsolescence, Change Management, IT infrastructure Management, etc.

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

References:

1. Ken J.Sousa, Effy Ozz, (2014), Management Information system, 7th edition, Course
2. Bidgoli, Chattopadhyay (2016), MIS - Management Information Systems, Cengage
3. Kenneth C. Laudon, Jane Price Laudon, (2015), Management Information systems, 14th edition, Pearson education.
4. George M. Marakas, James A. O'Brien, (2012), Introduction to Information systems, 16th edition, Mcgraw hill Education.
5. M. Jaiswal, (2014), Management Information Systems, Oxford University Press.

20MB4E15	Systems E-Business	M	L	T	P	C
		100	4	0	0	3

Course Objectives:

- To understand E-Commerce and it's concepts for application in the world of business
- To Know the future of Ecommerce and its further technological shifts

Unit I

Introduction and Evolution to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India

Unit II

Network Infrastructure: Introduction, Network Infrastructure- An Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols, The Advantages of Internet, World Wide Web, E-commerce Infrastructure- An Overview, Hardware, Server Operating System, Software, Network Website

Unit III

Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise

Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model

Unit IV

Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

Electronic Data Interchange(EDI): The Meaning of EDI, History of EDI, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet

Unit V .

E-Marketing: The scope of E-Marketing, Internet Marketing Techniques. Website Design Issues: Factors that Make People Return to Your Site, Strategies for Website Development Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue

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



Reference Books:

1. Efraim Turban et. al, (2010), Electronic Commerce–A Managerial Perspective, Pearson Education.
2. R Kalokota, Andrew V. Winston, (2005), Electronic Commerce – A Manager’s guide, Pearson Education.
3. Greenstein and Feinman, “E-Commerce”, TMH
4. Ravi Kalakota, Andrew Whinston, “Frontiers of Electronic Commerce”, Addison Wesley Denial Amor, “ The E-Business Revolution”, Addison Wesley
5. Diwan, Sharma, “E-Commerce” Excel
6. Bajaj & Nag, “E-Commerce: The Cutting Edge of Business”, TMH

20MB4E16	Information Security in Business	M	L	T	P	C
		100	4	0	0	3

Objective:

1. To explore the challenges in information Security
2. To provide extensive knowledge on standards for Information Security and their implications To provide technical skills and knowledge about various methods for securing information

UNIT I

Introduction – risks in computing – goals of security – threats to secure computing controls

UNIT II

Encryption and Cryptography – methods – standards –Cryptanalysis- Uses

UNIT III

Program security – malicious code – types – types of attacks – other threats and controls – database and data mining security – reliability and integrity

UNIT IV

Network security – network concepts – threats- security controls for network firewall

UNIT V

Security Planning – Standards – Legal and Ethical Issues

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

References:

1. Charles, Pfleeger.,& S. L. Pfleeger. (2008). Security in Computing. Ed.4. PHI
2. Tipton, H. F., & Krause, M. (2003). Information Security Management Handbook.CRC Press.
3. Whitman, M. E., &Mattord, H. J. (2011). Principles of Information Security, CengageLearning.
4. Alberts, C. J., &Dorofee, A. (2002). Managing Information Security Risks: the OCTAVE Approach. Addison-Wesley Longman Publishing Co., Inc.
5. Krutz, R. L., & Vines, R. D. (2010). Cloud Security: A Comprehensive Guide to Secure Cloud Computing, Wiley Publishing.

Tourism & Hospitality Management

20MB4E17	E-Tourism	M	L	T	P	C
		100	4	0	0	3

Objectives

1. To understand emerging GDS in tourism and travel industry
2. To study the impact of Information Technology on tourism and travel sector
3. To explore the scope of entrepreneurship in the emerging e-tourism business.

Course Outcomes:

- Provides the knowledge on basics, understanding of E-Tourism and its technological processing in tourism.
- Provides thorough knowledge of global distribution system (GDS) in Hotel and Travel Agents sectors.
- Clear cut understanding of typologies of E-Tourism
- Grasp the Application of payment system in E-Tourism in detail
- Practical Knowledge on the prediction of future E-Tourism with latest advancement systems.

Unit- I Introduction to E-tourism: Historical Development - Electronic technology for data processing and communication - Strategic, Tactical and operational use of IT in Tourism.

Unit – II Global Distribution System: History & Evolution - GDS & CRS - Levels of CRS Participation - Hotel Distribution System - Cases of Amadeus - Galileo, World Span, Sabre, Abacus - Changing Business models of GDS.

Unit – III Typologies of E-tourism: Business models - Business to Business (B2B) - Business to Consumer (B2C) - Consumer to Business (C2B) - Consumer to consumer (C2C) - Business to Employees (B2E) - & Business to Government (B2G).

Unit- IV Payment Systems in E-tourism: Payment Gateway - Participants and Service Suppliers in a BSP-Billing and Settlement Plan (BSP) -Standard Traffic Documents (STDs)- Security Issues and Third-Party Certification.

Unit – V Future of E-tourism: Travel Blogs - E-marketing and promotion of Tourism Products - Challenges for conventional business models & Competitive strategies – Latest advancement in E-Tourism & Hospitality.

TEXT BOOKS

1. Sheldon P. (2002), Tourism Information Technology, CABI.
2. Inkpen G. (2000), Information technology for Travel and Tourism, Addison Wesley.

REFERENCES

1. Buhalis D. (2004), Etourism: Information Technology for Strategic Tourism Management, Prentice Hall India.
2. Poon A. (1998), Tourism, Technology and Competitive Strategies, CABI.
3. Rayport J.F. &Jaworski B.J. (2002), Introduction to Ecommerce, McGraw-Hill.

20MB4E18	House Keeping Management	M	L	T	P	C
		100	4	0	0	3

Objectives

1. To familiarize with the students the importance of housekeeping Departments
2. To understand the functions of Executive House Keeper
3. To provide an understanding of the bed making, cleaning science and other housekeeping activities.

Course Outcomes

- Thorough understanding of housekeeping in hospitality industry with organizational functioning system.
- Improves the quality of services in all the systems of house keeping as per professional standards.
- Know the satisfactory services of customer during his stay in the hotel in all aspects
- Understand the saying of “Cleanliness is next to Godliness” as per house keeping.
- Aware of house keeping services for ambience of entire hotel premises including security measures.

UNIT – I

Introduction: Meaning, Definition & Importance of Housekeeping Departments - Role of House Keeping in hospitality industry -House Keeping Functions – Types of accommodation and Rooms categorization – House Keeping Department Layout – Organization – House Keeping Personnel – Competencies.

UNIT – II

House Keeping Personnel: Role, Duties and Responsibilities of House Keeping Personnel: Executive, Public Area Supervisor, Laundry Supervisor, Linen Supervisor, Horticulturist – Control desk - Liaison with other departments – types of Registers and files – House Keeping Stores.

UNIT – III

Bed Making: Types of services — Layout - The Linen – Types of Linen, Sizes, and Linen Exchange. Procedure – Storage Facilities and Conditions – Par Stock: Factors affecting Par Stock – Linen Inventory System – Uniform Designing and Classification - Required Equipment and accessories.

UNIT – IV

Cleaning Science: Characteristics of good cleaning agent – Application of cleaning agent – Types of cleaning agent – Cleaning products – Cleaning equipments – Classification and types of equipment with Diagram's with their care and uses – Pest Control Measures – Waste Disposal - Laundry Services – Process – Organization – Equipment.

UNIT – V

Other House Keeping activities: Horticulture – Floral Art – Flower Arrangement – Concept/Importance – Types and Shapes – Principles – Tools, Equipments and Accessories – Interior Decoration – Importance, Definition and Types - Room Interiors: Ceramics, Plastics, Glass, Sanitary Fitments - Public area Management – Safety and Security in House Keeping.

Practicals –

1. Cleaning – Glass, Room, and other. Chemical Mixings
2. Bed Making, Horticulture – Flower arrangement, Bookie Preparations

REFERENCE BOOKS:

1. Sudhir Andrews, Hotel House Keeping Management & Operations, Tata McGraw Hills, New Delhi, 2008.
2. Singh R.K, Organization of House Keeping Management, Aman Publications, New Delhi, 2005.
3. Sudhir Andrews, Tourism & Hospitality Industry, Tata McGraw Hills, New Delhi, 2007.
4. Manoj Madukar, Professional House Keeping, Rajat Publications, New Delhi, 2001.
5. Hotel, Hostel and Hospital House Keeping, Joan C. Banson & Margaret Lennox, ELST

20MB4E19	Destination Planning & Development	M	L	T	P	C
		100	4	0	0	3

Course Objectives:

1. To facilitate the assessment of the tourism potential of a destination and prepare tourism development plan as well as marketing techniques;
2. To familiarize with the destination branding practices; and
3. To introduce advanced analysis and research in the field of destination development.

Course outcomes:

- Clear understanding of the characteristic features of Tourist destination process
- Applying the national & Regional tourism planning for the development purpose area.
- Develops the leadership skills as the destinations branding perspectives and challenges concerned in a unique manner
- Thoroughness of 6A’s framework of tourist destinations cum marketing mix to face competition
- Implementation of Public provide partnerships at local, national level to promote tourism as per the WTO guidelines

Unit-I

Destination Development: Types of destinations, Characteristics of destinations – Destinations and products – Destination Management Systems –Destination planning guidelines –Destination Selection Process-The Values of Tourism.

Unit-II

Destination Planning Process and Analysis –National and Regional Tourism Planning and Development – Assessment of tourism potential – Planning for Sustainable Tourism Development – Contingency Planning - Economic, Social, Cultural and Environmental considerations – Demand and supply match-Design and innovations.

Unit-III

Destination Image Development – Attributes of Destinations : Person's determined image , Destination determined image , measurement of destination image - Destination branding perspectives and challenges - Creating the Unique Destination Proposition-Place branding and destination image – Destination image formation process ; unstructured image –Product development and packaging – Destination branding and the web-Case Study of Capital Amaravathi as a brand.

Unit-IV

Destination Promotion and Publicity – Six ‘A’s framework for Tourism destinations-The dynamic wheel of tourism stakeholders – Destination Marketing Mix –Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.

Unit-V

Institutional Support: Public Private Partnership (PPP) –National Planning Policies for Destination Development – WTO Guidelines for Planners –Role of urban civic bodies: Town planning - Characteristics of rural tourism planning- Environmental Management Systems – Destination Vision – The focus of Tourism Policy: the competitive sustainable destination- Destination mapping (practical assignment).

TEXT BOOKS

1. C.Gunn (2002), Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.

REFERENCES

1. Nigel Morgan, Annette Pritchard & Roger Pride (2001), Destination branding: Creating the Unique Proposition ,Butterworth and Heinemann.
2. Richard W.Butler (2006), the Tourism Area Life Cycle: Applications and Modifications, Channel View Publications.
3. Claire,Haven Tang & Bieri Ellis Jones (2005), Tourism SMEs, Service Quality and Destination Competitiveness, CABI Publishing.
4. ShaliniSingh, DallenI. Timothy & Ross Kingston Dowling (2003), Tourism in Destination Communities, CABIPublishing.
5. Geoffrey Ian Crouch, J.R. Brent Ritchie &Horst-Herbert G. Kossatz (2003), the Competitive Destination: a Sustainable Tourism Perspective, CABJPublishing.

20MB4E20	Economics For Tourism	M	L	T	P	C
		100	4	0	0	3

Course Objectives:

1. To expose the students to the basics of various economic concepts
2. To help students to acquire & Update latest skills to apply economic tools in managerial decision making
3. To focus on the topics like costs, demand, pricing, market and structure economic impacts on Tourism, LPG etc.

Course Outcomes

- Thorough understanding of basic concepts of economics pertaining to tourism
- Clear understanding of tourism demand, its effects and also forecasting both in public and private sector
- Provide real experience in pricing and tourism structure which determinants its success and also break even analysis.
- Provide good experience on the impact of tourism both in community and environmental aspects.
- Crystal clear understanding of economic transition, inflation due to LPG in tourism and hospitality sector.

UNIT-I

Introduction –Basic concepts of economics: Definition and scope of Economics – Micro and Macro Economics, Indian Economy- an Overview, Basic Infrastructure of Indian Economy.

UNIT-II

Tourism demand – Theoretical background- types of tourism demand- indicators of effective demand- determinants of tourism demand - measurement of tourism demand – Tourism demand forecasting- methods of forecasting- Growth of Tourism Demand in India - public and private sectors in Tourism- Government's role in tourism.

UNIT-III

Cost concepts- Market structure and Competition- Pricing in tourism- determinants of price- Pricing tourism products- Approaches to pricing – Break Even point and its analysis.

UNIT-IV

Impact of tourism: Economic aspects- the multiplier effect- displacement effect and tourism-tourist spending- costs and benefits of tourism to community- environmental aspects - Contingency valuation method.

UNIT-V

Macroeconomic environment - Economic transition in India – Inflation Analysis, Concept of Liberalization, Privatization and Globalization -Impact of LPG on Tourism & Hospitality Industry – Trade cycles.

REFERENCE BOOKS

1. Jhon Trive, 'The Economics of Leisure and Tourism', Oxford Butterworth, Heinemann, 1995
2. Ronila Chawla, 'Economics of Tourism & Devpt.', Sonali Publications, New Delhi, 2004
3. M.T.Sinclair & Mike Stabler, 'Economics of Tourism & Devpt.' ,Routledge, New York, 1997
4. Peterson, H.C. & W.C.Lewis, 'Managerial Economics', Prentice Hall (India), New Delhi, 2004
5. Dholakia RH & Oza.A.L., 'Micro Economics for Mgt. students', Oxford Uni.Press, NewDelhi, 2004
6. Varshney RL & Maheswari KL, 'Managerial Economics, Sultan Chand, New Delhi, 2004.
7. Dwivedi DN, 'Managerial Economics', Vikas, New Delhi, 2001