

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
I SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA 101: MANAGEMENT PROCESS AND ORGANISATION BEHAVIOR
(4L+0P + 0T)

Subject Code	22 MB A 101	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	00	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To familiarize the students with the fundamental concepts, functions, and principles of management.
- To improve their managerial skills and administrative abilities. It also gives students an understanding of the organization behaviour with a view to make the organizations functional and effective.
- To know the concept of personality, theories of personality, conflicts, causes and resolution methods. Further the course helps the students to understand the importance of change management in organizations.

Course Outcomes

By the end of the course, students will be able to

CO1: Define concepts functions and principles of management CO2

:Apply decision-making process in business

CO3: Support the organization with different interpersonal skills CO4:

Design organizational structure of various firms

UNIT-I

Introduction to Management: Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Types and Roles of Managers (Mintzberg), and skills for Managers (Katz)– Management and Environment– Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

UNIT-II

Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Decision Tree Analysis - Management By Objectives.

Organizing: Process - Formal and Informal Organizations –

Departmentation - Span of Control – Delegation Vs Decentralization – Staffing.

UNIT-III

Leading – concept, scope, significance - Motivation: Significance, Process - Theories of Maslow, Herzberg, McClelland, Porter and Lawler - Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert's Four Systems of Leadership – Communication. Controlling: Basis -Control Process, Pre- Requisites, and Requirements of adequate Control - Techniques of control. **UNIT-IV**

Organizational Behavior – Importance - Historical Background - Fundamental concepts of OB -Different models of OB – Understanding Individual Behavior – Perception-Concept– Process-Learning-Concept – Theories of learning - Personality –Concept- Personality traits

Theories of Personality- Attitudes- Johari Window 2X2 matrix, Transactional Analysis.

UNIT-V

Group dynamics – Concept, importance, types of groups, group formation, group development, group composition, group performance factors; Organizational conflict, Resolution of conflicts; Culture and determinants of Organizational Culture; Organizational Change, Concept, Need for change, resistance to change; Theories of planned change; Organizational Development-Concept of OD, Organizational diagnosis, OD interventions.

Case Study (Not Exceeding 300 words)

REFERENCE BOOKS

1. Heinz Wehrich, Harold Kontz, Management: A Global Perspective, 10/e TMH
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
3. Clegg, S., Kornberger, M., and Pitsis, T., Managing and organisations: An introduction to Theory and practice, Sage, London, 2011.
4. Ricky Griffin, Gregory Moorhead, Organizational Behavior: Managing People and Organizations, Cengage Learning, 2009.
5. Graeme Martin, Managing People and Organizations in Changing Contexts, Routledge, 2006.
6. Knights, D. & Willmott, H. Introducing organizational behavior and management, Thompson, London, 2006.
7. Luthans. F. Organizational Behaviour, TMH.
8. Robbins, Management, 7/e, Pearson Education.
9. John F. Wilson, The Making of Modern Management, Oxford University Press.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
I SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

22MBA 102: MANAGERIAL ECONOMICS (4L + 0P + 0T)

Subject Code	22 MBA 102	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	00	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To introduce the fundamentals, tools and theories of managerial economics; to orient on micro economic techniques as a decision making process; and to understand macro economic analysis essential for business managers.
- To make students understand the role of managerial economist in business decision making.
- To know the concepts of demand, supply, inflation, market structures, macroeconomic aggregates, trade cycles which are important in the process of decision making are studied.

Course Outcomes

By the end of the course, students will be able to

- CO1: Describe the fundamental tools and theories of managerial economics
CO2: Identify the demand elasticity for a product
CO3: Compare micro and macro-economic indicators
CO4: Analyze recent budget, fiscal discipline and disinvestment proposals of The Government of India.

UNIT-I

Managerial Economics: Definition, Nature, Scope – Functions and Responsibilities of a Managerial Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses – Demand Forecasting – Methods of Forecasting for Existing and New Product.

UNIT-II

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm-Baumol's Model and Agency Theory – Production Function – Law of Variable Proportions & ISO- Quants & ISO Costs – Least Cost Factor Combination – Returns to Scale – Economies and Diseconomies of Scale

UNIT-III

Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short-Term & Long Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization – Demand and Supply: Market Equilibrium – Market Structures – Concept of Price – Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

UNIT-IV

Indian Economic Environment: Overview of Indian Economy – Recent changes in Indian Economy – Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI – Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation – Measurement of Inflation – Economics of Risk & Finance – Monetary Policy & Fiscal Policy.

UNIT-V

Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function
– Keynesian Theory (overview).

Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or Unit-3

Practical Components:

- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- An in-depth study of economic indicators on the growth rate. □ □
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

REFERENCE BOOKS:

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics, Theory & Applications*, Tata McGraw Hill.
5. Mehta P.L, *Managerial Economics – Text and Cases*, S. Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
I SEMESTER
MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA103: BUSINESS ENVIRONMENT (4L + 0P + 0T)

Subject Code	22 MBA 103	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	00	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To know the various internal and external factors that influences business organizations.
- To familiarize students with the structural dimensions of Indian economy
- To instill the concept of FDI competitiveness and globalization of business.

Course Outcomes

By the end of the course, students will be able

CO1: Demonstrate the concepts and dynamic factors of business environment

CO2: Implement different government policies in the organization

CO3: Analyze the trends & Structure of Indian Economy

CO4: Integrate internal environment of business with external environment

UNIT-1 (12 Hours)

Understanding Business Environment: Meaning, Nature & Scope – Types of Business Environment- Internal & External Environment, Micro & Macro Environment – PESTEL & SWOT Analysis, Porter's 5 force model – Types of business, Environmental Analysis.

UNIT-II (10 Hours)

Economic Environment of Business: Indian Perspective, Nature & Structure of Indian Economy, Economic Policies & Conditions – Economic role of Government in India – Foreign Trade, Liberalization, Privatization, & Globalization – Financial Environment of Business: Monetary Policy, Fiscal Policy, Capital Market, Money Market, Stock Exchange – An overview, Modes of Money inflow in an economy.

UNIT-III (10 Hours)

Socio Culture and Technological Environment of Business: Business and Society, Social Objectives of Business, Corporate Social Responsibility, Consumer Rights & Corporate Governance - Technological Environment; Impact of Technology, Technology and Society; Trends in Technology Management, Issues & Challenges.

UNIT-IV (10 Hours)

Indian Contract Act, 1872: definition, concept of contract, valid contract and its essential elements, criteria for classification for contract, quasi contract, various forms of quasi contracts, discharge of contract: various; remedies for breach of contract – Law of agency-meaning, creation and termination of agency – Corporate Incorporation and Management.

UNIT-V (10 Hours)

Sale of Goods Act, 1930 – Negotiable Instruments Act, 1881 – Companies Act, 1956 and its amendments till date – Competition Act, 2002 – Consumer Protection Act, 1986 and its amendments till date.

Case Study (Not Exceeding 300 words)

Practical Components:

- Students are expected to give a report on how the economic environment has affected the performance of any five large Indian Business Houses.
- Students are expected to analyze the major economic and financial indicators such as GDP, Inflation, CPI, BSE, NSE, Currency, Gold rate, Oil barrel price etc., for a particular period of time and submit the report on the same.
- Students to collect analyze and discuss MOA, AOA & Prospectus of a company.
- Students to produce a report on the working of reputed agency including its formation, nature of relations with the outside world and such other issues of relevance.

Reference Books:

1. Ashwathappa (2006) Essentials of Business Environment. Bombay: Himalaya Publishing House
2. Francis Cherunilam (1993) Business Environment. Bombay: Himalaya Publishing House,
3. Agarwal, Raj (2002) Business Environment, New Delhi: Excel Books
4. Cherunilam, Francis (1997) Business Environment, Mumbai: Himalaya Publishing House
5. Mathew M.J. (2003), Business Environment: A study of socio cultural, economic and legal environment in business, Jaipur RBSA Publishers.
6. MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
7. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
8. Akhileshwar Patha, Legal Aspects of Business, Tata Mc Graw Hill, 7e, 2019.
9. P.P.S.Gogna, Company Law, S.Chand, 2016.
10. Justin Paul, Business Environment Text and Cases, 3e, Mc Graw Hill Publication, 2010.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna
University)
SEMESTER

MASTER OF BUSINESS ADMINISTRATION
(MBA)CHOICE BASED CREDIT
SYSTEM
(CBCS) W.E.F 2022-23

22MBA104: FINANCIAL REPORTING AND ANALYSIS
(4L + 1P + 0T)

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

Course Objectives

The objectives of the course focus on

- To instill in students a strong sense of the legal and practical aspects of accounting of major components of financial statements.
- To know the rights of basic concepts and practices leading to preparation and presentation of financial statements.

Course Outcomes

By the end of the course, students will be able to

CO1: Define fundamental accounting concepts, the elements of financial statements, and basic Accounting vocabulary.

CO2: Analyze the financial, Funds flow and cash flow statements of companies

CO3: Identify the different cost concepts, cost management techniques and capital issues

CO4: Analyze the audit reports through different audit techniques

Course Content:

UNIT-I (12 Hours)

Basic Accounting Concepts – Trial Balance – Reconciliation – Income and Expenditure statements – Depreciation - Cash flow statement - Purpose - Uses - Structure - Format of cash flow statement - Preparing cash flow statement -reporting cash flows - Interpreting the cash flow statement

UNIT-II (12 Hours)

Objective and users of financial statements – The reporting entity – Elements of financial statements – Financial Analysis – Articulation of financial statements – Elements from which financial statements are constructed

UNIT-III (12 Hours)

Standards of comparison - Earnings quality -Techniques of Financial Statement Analysis - Using financial ratios -corporate disclosure policy - Efficient market hypothesis and Financial statement analysis - Earnings management interpreting financial reports - Scanning the annual report

UNIT-IV (12 Hours)

Effect of changes in accounting principles – Sustainable earnings – Recurring vs nonrecurring – operating vs non-operating – Continuing vs discontinued
Effect of discontinuing operations – comprehensive income – revenue recognition – Various forms of sales growth – internally- generated growth, growth from acquisitions - Ratio Analysis – Financial statements forecasting – accounting policies, changes in accounting estimates and errors – events after the balance sheet date.

UNIT-V (12 Hours)

Responsibility Accounting & Reporting Introduction, Meaning and significance of Responsibility Accounting - Prerequisites for Responsibility Accounting - Meaning of Responsibility Centers - Types of Responsibility Center - Relevance of Responsibility - Reporting, Limitations of Responsibility Accounting - Divisional Performance Measurement: Periodic Evaluation of Performance – Overall and Divisional Profit as a Yardstick for Periodic Performance Evaluation.

Case Study (Not Exceeding 300 words)

Practical Components:

- Students are asked to identify and summarise the components of given financial statements (Course instructor to collect reports from company websites and distribute to the students for exercise purpose).
- Students are asked to prepare trial balance, and trading and Profit & loss account and balance sheets to the company reports (Course instructor to collect reports from company websites and distribute to the students for exercise purpose).
- Students are to form groups (group consists of 4-6 students) to submit a brief report on modern financial reporting practices followed in Indian and Multinational companies.

REFERENCES BOOKS:

1. Jain & Narang: Advanced Accountancy, Kalyani Publications, Ludhiana. Latest Edition
2. Pandey I.M: Financial Management, Vikas Publishing, New Delhi, Latest Edition.
3. Khan M. Y. & Jain P K: Management Accounting, Tata McGraw-Hill, New Delhi, Latest Edition.
4. Sharma & Gupta: Management Accounting, Kalyani Publishers, Ludhiana.
5. Singvi, N.M. & Ruzbeh J. Bodhanwala: Management Accounting Text and Cases.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
I SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA 105: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING
(4L + 1P +0T)

Subject Code	22 MBA 105	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

- To familiarize students with problem(s) in business for better decisions.
- To improve policy making and develop strategies.
- To predict the relationship between different variables (Predictive Analytics and Predictive Modeling)

Course Outcomes

By the end of the course, students will be able to

CO1: Identify the Business problems for managerial decision-making

CO2: Develop strategies to improve day to day performance of organizations

CO3: Compare micro and macro-economic indicator

CO4: Analyze recent budget, fiscal discipline and disinvestment proposals of the government of India.

UNIT -I

Introduction: Meaning, Definition and Importance of Business Analytics – Analytics v/s Analysis – Business Analytics v/s Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem – Analytical Approaches for Decision Making – Business Analytics as a Competitive Strategy – Effective Communication of Analytics.

UNIT -II

Mathematics and Statistics for Business Analytics: Concept and Definition of Data Science – Data Sources, Types of Data and Data Representations – Mathematics for Business Analytics: Application of Differentiation, Maxima and Minima, Matrices and Matrix Operations using Cramer's Rule and Inverse Method (Problems) – Probability and Counting Techniques: Bayes' Theorem, Binomial, Poisson and Normal Distributions (**Theory and Problems**) – Statistics for Business Analytics: Descriptive Statistics-Measures of Central Tendency, Variability and Shape (**Theory and Problems**).

UNIT-III

Predictive Analytics Tools & Techniques: Concept of Predictive Analytics – Linear Regression and Logistic Regression (**Theory and Problems**) – Factor Analysis – Cluster Analysis (**Theory**) – Econometrics and Time Series Forecasting (**Theory and Problems**).

UNIT-IV

Contemporary Analytics: Financial and Risk Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Sales force Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics (**Theory**).

UNIT-V

Business Research & Analytics for Decision Making: Introduction to Research and Problem Formulation – Types of Research – Research Process and Research Design – Sampling Theory – Scaling, Measurement Data Collection Techniques (Overview) – Hypothesis Formulation and Testing Techniques – **Non-Parametric Tests** (Mann-Whitney U, Chi-square test, and Spearman R) – *Parametric Tests*: Correlation, t-test and ANOVA – Data Interpretation, Report Writing and Presentation (**Theory and Problems**).

Case Study (Not Exceeding 300 words)

Practical Components

- Students should identify any three companies using data analytics, and analyze how companies are using analytics to prosper.
- Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data.
- Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making.
- Assess the strengths and limitations of analytics and predictive modeling techniques for different business applications and varying data conditions using free and open source softwares like 'R' and 'Orange'.
- Students are expected to write the research design on Exploratory and Descriptive Research.
- Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Students are asked to conduct Market survey to know the consumer perception towards any FMCG.

Reference Books:

1. Shmueli, Patel and Bruce, Data Mining for Business Intelligence, Concepts, Techniques and Applications, Wiley.
2. Powell and Baker, Management Science: The Art of Modeling with Spreadsheets, Wiley.
3. Ledolter, Data Mining and Business Analytics with R, Wiley.
4. Danielle Stein Fairhurst, Using Excel for Business Analysis: A Guide to Financial Modeling Fundamentals + website, Wiley, 2013.
5. Winston Wayne L., Microsoft Excel 2013: Data Analysis and Business Modeling,
6. Microsoft Press, USA.
7. C R Kothari, Research Methodology, VishwaPrakashan, 2002.
8. Donald R. Cooper & Pamela s Schindler, Business Research Methods, 9/e, TMH /2007

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
I SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA106: MANAGERIAL COMMUNICATION (3L + 1P + 0T)

Subject Code	22 MB A 106	IA Marks	30
No. of Lecture Hours/Week	03	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To enhance communication skills and sensitize students to know their potential.
- To know how to write CVs, and resumes, to understand listening skills and interview skills.

Course Outcomes

By the end of the course, students will be able to

CO1: Explain the differences in communication methods and the suitability according to different businesses.

CO2: Prepare and deliver effective presentations and pitches to suit various business scenarios

CO3: Identify common social media platforms used by businesses.

CO4: Write different types of reports with the appropriate format, organization and language

UNIT-I

Introduction: Definition, Role, Purpose & Classification of Communication – Communication Process – Characteristics of Successful Communication – Importance of Communication in Business Organizations – Communication barriers – Communication Structure in Organization – Communication in Conflict Resolution – Communication in Crisis – Communication in a Cross cultural and Multicultural Setting.

UNIT- II

Inter & Intrapersonal and Oral & Nonverbal Communication – Interpersonal Communication Models – Intrapersonal Communication Models – Principles of Successful Oral communication – Barriers to Oral Communication – Types of Managerial Speeches– Principles of Nonverbal Communication – Group Communication: Meetings and Group Discussions.

UNIT- III

Managerial Writing & Business Correspondence – Purpose of Writing – Clarity in Writing – Principles of Effective Writing – The Seven Cs of Effective Written Communication – Applying the Three Step Writing Process – Planning and Writing Business Reports and

Proposals – The Process of Preparing Effective Business Correspondence – The Organization and Composition of Business Messages – Principles of Effective Presentations.

UNIT- IV

Media Management & Meeting Documentation: Press Release, Press Conference & Media Interviews – Notice, Agenda, and Resolution & Minutes – Designing & Delivering Business Presentations – Advanced Visual Support for Managers – Communication and Negotiation – Negotiation Process – Negotiation Strategies.

UNIT-V

Communication Networks & Employment Communication: Technology-enabled Communication – Communication Networks: Intranet, Internet, e-mails, SMS, Teleconferencing, Videoconferencing, Blogs and Social Media – Composing Application Messages: Writing CVs & Resumes – Interview skills – Listening Skills.

Case Study (Not Exceeding 300 words)

Practical Components:

- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking
- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking to all the guide lines of case administering and analysis.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern.
- The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.

REFERENCE BOOKS:

1. *Bovee and Thill: Business Communication Today, McGraw-Hill, Second Edition*
2. *Guffey M. E.: Business Communication Process & Product, Thompson, South-Western*
3. *Level D.A: Managerial Communications, Business Publications, Plano, Texas*
4. *Pradhan and Pradhan: Business Communication, Himalayan Publishing House*
5. *Seely J, Oxford Writing and Speaking, Oxford*
6. *Raman and Singh: Business Communication, Oxford University Press, New Delhi*
7. *Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, Business Communication Today. Ninth Edition. New Delhi: Pearson.*
8. *Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, New York: McGraw-Hill.*
9. *Lesikar & Flatley., Basic Business Communication – Skills for Empowering the Internet Generation. 9th Edition, McGraw-Hill.*
10. *Monippally, M M., Business Communication Strategies, Mc Graw-Hill.*
11. *K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, Business Communication, MacMillan India Ltd., 2007.*
12. *Shirley Taylor, Communication for Business, Pearson Education.*
13. *Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, Business Communication Today. Ninth Edition. New Delhi: Pearson.*

14. *Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, Effective Business Communication, The McGraw-Hill Company, New Delhi.*

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
I SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA107: PERSONALITY DEVELOPMENT THROUGH LIFE ENLIGHTENMENT SKILLS (3L + 1P + 0T)

Subject Code	22 MB A 107	IA Marks	30
No. of Lecture Hours/Week	03	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To enhance positive attitude, self-motivation, enhancing self-esteem and emotional intelligence students to know their potential.
- To know how to develop coping mechanism to manage stress through Yoga and meditation techniques

By the end of the course, students will be able to

CO1: Identify their personality and achieve their highest goals of life

CO2: Prepare Practice emotional self regulation

CO3: Identify positive approach to work and duties

CO4: Lead with versatile personality

Course Content:

UNIT I (12 Hours)

Introduction to Personality Development

The concept of personality - Dimensions of Personality – Theories of Personality development (Freud & Erickson) – The concept of Success and Failure – Factors responsible for Success – Hurdles in achieving Success and Overcoming Hurdles — Causes of failure – Conducting SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

UNIT II (10 Hours)

Attitude, Motivation and Self-esteem

Conceptual overview of Attitude – Types of Attitudes – Attitude Formation
 Advantages/Disadvantages of Positive/Negative Attitude - Ways to Develop Positive Attitude
 Concept of motivation: Definition and Nature of Motivation/Motive – Internal and external motives – Theories of Motivation – Importance of self- motivation- Factors leading to de- motivation.

Self-esteem - Definition and Nature of self-esteem – Do's and Don'ts to develop positive self- esteem – Low self esteem - Personality having low self esteem - Positive and negative self esteem.

UNIT III (10 Hours)

Other Aspects of Personality Development

Body language - Problem-solving - Conflict Management and Negation skills - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management - Work ethics – Good manners and etiquette – Emotional Ability/Intelligence – Dimensions of Emotional Intelligence – Building Emotional Intelligence.

UNIT IV (10 Hours)

Neetisatakam-Holistic Development of Personality

Verses- 19,20,21,22 (wisdom) – Verses- 29,31,32 (pride and heroism) – Verses- 26,28,63,65 (virtue)

Personality of Role Model – Shrimad Bhagwadgeeta

Chapter2-Verses 17 – Chapter 3-Verses 36,37,42 – Chapter 4-Verses 18, 38,39 – Chapter18 – Verses 37,38,63

UNIT V (10 Hours)

Yoga & Stress Management

Meaning and definition of Yoga - Historical Perspective of Yoga - Principles of Astanga Yoga by Patanjali – Meaning and Definition of Stress - Types of Stress - Eustress and Distress –Stress Management –

Pranayama- Pranayama: Anulom and Vilom Pranayama - Nadishudhi Pranayama

Kapalabhati-Pranayama - Bhramari Pranayama - Nadasandhana Pranayama – Meditation techniques:

Om Meditation - Cyclic meditation : Instant Relaxation technique (QRT), Quick Relaxation Technique (QRT), Deep Relaxation Technique (DRT) (Theory & Practical).

Practical Components:

- Students should identify different types of personality to know their own personality. Students are to describe the characteristics of their personalities and submit the same for assessment.
- Students are to form in groups (a group consists of 4-6 students) to identify and write a brief note on famous personalities of India and World.
- Students are required to identify different types of attitudes and give any five examples of each.
- Students are expected to check their attitudes and develop ways to improve their attitudes at work place and home.
- Students are required to identify keys to self-motivation to achieve their goals.
- Students are expected to identify at least seven types of body language and conduct activities with the following:

S. No.	Pose	Possible Interpretations
1	Standing with your hands on your hips	Aggressive, disgusted
2	Standing upright	Confidence
3	Arms crossed on your chest	Defensive
4	Resting your hand on your cheek	Thinking
5	Touching or rubbing your nose	Doubt, lying
6	Resting your head in your hands	Boredom, tired
7	Tapping your fingers	Impatience
8	Biting your nails	Nervous, insecure
9	Playing with your hair	Insecure
10	Rubbing your eyes	Disbelief, doubt

REFERENCE BOOKS:

1. *Bovee and Thill: Business Communication Today, McGraw-Hill, Second Edition*
2. *Guffey M. E.: Business Communication Process & Product, Thompson, South-Western*
3. *Level D.A: Managerial Communications, Business Publications, Plano, Texas*
4. *Pradhan and Pradhan: Business Communication, Himalayan Publishing House*
5. *Seely J, Oxford Writing and Speaking, Oxford*
6. *Raman and Singh: Business Communication, Oxford University Press, New Delhi*
7. *Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, Business Communication Today. Ninth Edition. New Delhi: Pearson.*
8. *Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, New York: McGraw-Hill.*
9. *Lesikar & Flatley., Basic Business Communication – Skills for Empowering the Internet Generation. 9th Edition, McGraw-Hill.*
10. *Monippally, M M., Business Communication Strategies, Mc Graw-Hill.*
11. *K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, Business Communication, MacMillan India Ltd., 2007.*
12. *Shirley Taylor, Communication for Business, Pearson Education.*
13. *Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, Business Communication Today. Ninth Edition. New Delhi: Pearson.*
14. *Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, Effective Business Communication, The McGraw-Hill Company, New Delhi.*

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
I SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA 108: MS EXCEL & ACCOUNTING TALLY
(0L + 4P +0T)

Subject Code	22 MBA 105	IA Marks	30
No. of Lecture Hours/Week	00	End Exam Marks	70
Practical Hours/Week	04	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To familiarize students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications,
- To improve students hands on experience on MS Excel in different versions of Microsoft OS.
- To predict the relationship between different variables (Predictive Analytics and Predictive Modeling)

Course Outcomes

By the end of the course, students will be able to

CO1: Identify to use different versions of MS Excel, the advanced data options available

CO2: Develop to enter financial data in Tally, and how to interpret the financial results obtained from Tally

UNIT-I

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

UNIT-II

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

UNIT-III

Lab based Evaluation-2: Creating Formulas for Financial Applications: Introduction to Formulas

e.g. PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations – Creating Charts and Graphics: Chart Your Data, Creating

Sparkline Graphics, Using Insert Tab Utilities – Using Custom Number Formats: Right Click, Format Cells Window– Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab – Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

UNIT-IV

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

UNIT-V

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

REFERENCE TEXT BOOKS:

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

Learning Resources:

- Text Books Excel 2010 Bible [With CDROM]by John Walkenbach, John Wiley & Sons, 2010 Edition
- Reference Books Excel 2007 for Dummies by Greg HarveyNew Perspectives on Microsoft Office Excel 2007
- Supplementary Reading Material www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf
www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf
www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf
www.microagecs.com/apps/training/courseware/excel.pdf
www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf
- Websites <http://office.microsoft.com/en-us/>
<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx>
<http://office.microsoft.com/en-us/excel/>
<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>
<http://www.baycongroup.com/el0.html>
http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.html
<http://www.computerhope.com/shortcut/excel.html>

Reference Books:

1. Shmueli, Patel and Bruce, Data Mining for Business Intelligence, Concepts, Techniques and Applications, Wiley.
2. Powell and Baker, Management Science: The Art of Modeling with Spreadsheets, Wiley.
3. Ledolter, Data Mining and Business Analytics with R, Wiley.
4. Danielle Stein Fairhurst, Using Excel for Business Analysis: A Guide to Financial Modeling Fundamentals + website, Wiley, 2013.
5. Winston Wayne L., Microsoft Excel 2013: Data Analysis and Business Modeling,
6. Microsoft Press, USA.
7. C R Kothari, Research Methodology, VishwaPrakashan, 2002.
8. Donald R. Cooper & Pamela s Schindler, Business Research Methods, 9/e, TMH /2007

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
II SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22 MBA207 (I): Leadership and Change Management(4L + 0P + 0T)

Subject Code	22 MBA207 (I)	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	00	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To know various leadership styles and understanding when and how to use them
- To understanding different types of organizational changes
- To understanding the challenges that employees face during every kind of organizational changes
- To know how to manage employees during these organizational changes

Course Outcomes

By the end of the course, students will be able to

CO1: Define knowledge and leadership skills to help organizations chart a successful coursethrough change

CO2 :Apply how to Plan and implement organizational changes by applying effective methodologies

CO3: Support the organization with effectively lead others through change

CO4: Design organizational role leadership plays in anticipating and planning readiness and navigatingorganizational change.

Course Content:

UNIT-I (12 Hours)

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 (10 Hours)

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 (10 Hours)

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 (10 Hours)

Organizational Change: Nature of Organizational Change – Sources of Change – Environmental Triggers of Change, Organizational Responses to Change, Impact of Change on Organizations – Resistance to Change – Types of Change, Changing Faces of Change, Predictable Change, **Diagnosing** Change Situation – Perspectives on Change – Contingency Perspective – Resource Dependence Perspective – Population Ecology Perspective – Institutional Perspective.

UNIT - V (10 Hours)

Managing Change at Workplace: Understanding Change Contexts – The process of managing change -Power and Politics of Managing Change - Organizational Change Simulation – Online by Harvard University – The Psychology of change and Change Communication Narratives – Creating reliable sustainable processes – Coaching and mentoring for managing change – Building organizational participation for change – Tools -Demand based session on contemporary management topics.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Each class participant will be assigned to a leadership development group (LDG) with five other people. Discuss with your LDG the people and the relationships that have been most important to you. Describe for your group a specific situation you have faced where these relationships were especially important for your leadership. To whom did you turn for counsel and advice? How did you use these relationships in this case? Discuss these relationships with your Development group, and solicit their feedback and insights about the role relationships play in your life. Then discuss the kind of support network you plan to establish in the future and discover your authentic leadership. Discussion questions: What can you learn from their experiences that will help you in thinking about your life story's influence on your leadership trajectory?
- ✓ Discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are balancing your motivations, and the challenges you face. Share the results of the -Motivated Capabilities Exercise with your group, and solicit

feedback about whether others see your motivated capabilities the same way you do. The purpose of this session is to glean insights from your peers to see yourself as others see your motivations and motivated capabilities and why leaders lose their way. Discussion questions: What are the root causes of leaders losing their way? Can you identify leaders from your personal experience who have lost their way or are in danger of doing so? What can leaders, including you, do to avoid these temptations, stay grounded, and be authentic in their leadership? What is motivating true leaders? What are their unique capabilities that have made them so successful?

- ✓ Each class participant will be assigned to a leadership development group (LDG) with five other people to build his/her support team with values, principles and ethical boundaries. Describe your leadership style to your group and solicit their feedback. Talk about the role of power in your leadership and how you deal with your power and the power of people you work with. Discussion questions: Page 101 of 162 How are efficient leaders utilizing support resources to help them deal with any kind of crisis in typical business organisations? What resources should he/she call upon in determining a course of action?
- ✓ Identify any three effective and efficient leaders in Indian and Western business organisations? How well they build an integrated leadership in their organisations? How did they optimize their leadership effectiveness? How well do they use their personal leadership to empower others? In what ways do you want your leadership (assumed) to change to improve your effectiveness?

REFERENCE TEXT BOOKS:

1. George, B. with Sims, P. True North: -Discover Your Authentic Leadership
2. George, B.; McLean, A. and Craig, N. -Finding Your True North: A Personal Guide
3. Nilakant, V and Ram Narayan, S (1998). Managing Organizational Change. New Delhi: response Books
4. French, W.L and Bell. C.H. (1983). Organizational Development. New Delhi: Prentice Hall of India
5. Somnath Chattopadhyay and Udai Pareek (1982). Managing Organizational Change. New Delhi: Oxford & IBH
6. Pradip N Khandwalla (2001) Turnaround excellences. New Delhi: Response Books.
7. Maheswari, B.L and D P Sinha (1991) Management of Change through HRD, New Delhi: Tata McGraw-Hill.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
II SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA201: MARKETING MANAGEMENT (4L+0P + 0T)

Subject Code	22MBA201	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	00	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.
- To provide with opportunities to analyze marketing activities within the firm
- To allow apply marketing concepts and theories to realistic marketing situations

Course Outcomes

By the end of the course, students will be able to

CO1: Business organization Define the role of marketing in the success of busns

CO2: Identify different marketing mix elements

CO3: Analyze the needs and wants of customers

CO4: Demonstrate effective and efficient channel management system and control the marketing plans

Course Content:

UNIT -I (12 Hours)

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

UNIT-II (10 Hours)

Strategic Marketing Planning – Buyer Behavior – Consumer vs. Organizational Buyers – Market

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

UNIT-III (10 Hours)

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

UNIT-IV (10 Hours)

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

UNIT-V (10 Hours)

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

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

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

REFERENCE TEXT BOOKS:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
II SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA202: HUMAN RESOURCES MANAGEMENT

(4L+0P + 0T)

Subject Code	22MBA201	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	00	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To enhance meaningful understanding of HRM theory, functions and practices
- To apply HRM concepts and skills across various types of organizations
- To allow apply marketing concepts and theories to realistic marketing helps students to understand changing role of HR manager in the globalized era

Course Outcomes

By the end of the course, students will be able to

CO1: Define acquaint with the functions of HRM like recruitment, selection, training, performance appraisal and compensation management.

CO2 : Learn about the changing role of HR manager and the challenges of HR manager in the globalized era

Course Content:

UNIT-I (12 Hours)

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

UNIT-III (10 Hours)

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

UNIT-IV (10 Hours)

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

UNIT-V (10 Hours)

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

(Case Study (Not Exceeding 300 words))

PRACTICAL COMPONENTS:

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

REFERENCE TEXT BOOKS:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
II SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA203: FINANCIAL MANAGEMENT

(4L+0P + 0T)

Subject Code	22MBA203	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	00	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To understanding and perspective on financial management function in the company and its relation to domestic and international economy.
- To provide illustration on financial management practices and policies, processes, techniques and strategies that are used in the financial management
- To understand the process of evaluating the financial performance of organizations using various tools and techniques

Course Outcomes

By the end of the course, students will be able to

CO1: Demonstrate the basic functions, decisions and responsibilities of a financial manager

CO2: Evaluate the techniques of investment proposals

CO3: Analyze the capital structure of a firm.

CO4: Apply the appropriate management strategy

Course Content:

UNIT-I (12 Hours)

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals – Changing Role

of Finance Managers –Time value for money – Present Value – Risk and Return – Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and Financial Forecasting (**Theory and Problems**).

UNIT-II (10 Hours)

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

UNIT-III (10 Hours)

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

UNIT-IV (10 Hours)

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

UNIT-V (10 Hours)

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

Case Study (Not Exceeding 300 words) or Problem

PRACTICAL COMPONENTS:

- ✓ Students are expected to study any five companies' financial reports and submit a report on their financial planning and financial forecast.
- ✓ A group assignment on –capital structure of any three big domestic companies and any three MNCs with respect the models studied in unit-3.
- ✓ Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- ✓ Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- ✓ Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- ✓ Case studies on dividend policies of various companies with respect to Indian context.

REFERENCE TEXT BOOKS:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
II SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA204: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

(3L+1P + 0T)

Subject Code	22 MB A 101	IA Marks	30
No. of Lecture Hours/Week	03	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

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

Course Outcomes

By the end of the course, students will be able to

CO1: Demonstrate an understanding of start-ups and MSMEs in the Indian context.

CO2: Develop successful business ideas for new entrepreneurial ventures

CO3: Identify sources of finances for the start-ups.

CO4: Explain the differences between institutions supporting entrepreneurs.

Course Content:

UNIT-I (12 Hours)

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

UNIT-II (10 Hours)

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

UNIT-III (10 Hours)

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

UNIT-IV (10 Hours)

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

UNIT-V (10 Hours)

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

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

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

REFERENCE TEXT BOOKS:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
II SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA205: RESEARCH METHODOLOGY & IPR
(3L+1P + 0T)

Subject Code	22MBA205	IA Marks	30
No. of Lecture Hours/Week	03	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To develop an understanding of the basic framework of research process.
- To develop an understanding of various research designs and techniques.
- To identify various sources of information for literature review and data collection.
- Ability to write a research Proposal, report and thesis
- To demonstrate knowledge and understanding of IPR Filing and Rights

Course Outcomes

By the end of the course, students will be able to

- CO1: Define concepts basic concepts of research and its methodologies
CO2 : Identifying adequate knowledge on measurement & scaling techniques
CO3: Analyze data analysis-and hypothesis testing procedures
CO4: Distinguish between Patents, Trademarks and Copy Rights

Course Content:

UNIT I (12 Hours)

Foundations of Research

Meaning of Research – Definitions of Research – Motivation in Research – General Characteristics of Research – Criteria of Good Research – Types of Research – Research Process – Research Methods vs. Methodology – Defining and Formulating the Research Problem – Review of Literature – Approaches to Critical Literature Review – Importance of Literature Review in Identifying Research Gaps and Defining a Problem – Development of Working Hypothesis.

UNIT II (10 Hours)

Research Design, Sampling Concepts, and Data Collection Methods

Meaning, Significance and Characteristics of Good Research Design – Types of Research Design: Exploratory, Conclusive Research and Experimental – Sampling Theory: Types of Sampling and Errors in Sampling – Data Collection: Types of Data – Data Collection Methods and Techniques for Primary and Secondary Data.

UNIT III (10 Hours)

Measurement & Scaling Techniques, Hypothesis Formulation and Testing, Overview of Data Analysis and Report Writing

Basic measurement scales – Reliability & Validity – Definition and Types of Hypothesis – Hypothesis Formulation and Testing Procedure – Overview of Data Analysis: Methods, Process and Types – Report Writing: Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, Mechanics of Writing a Research Report, Precautions for Writing Research Reports – How to Write a Research Proposal – Research Ethics, Conflict of Interest and Plagiarism.

UNIT IV (10 Hours)

Intellectual Property Rights (IPR)

Definition and Nature and Features of Intellectual Property Rights (IPR) – Types of Intellectual Property Rights – Procedure for Grants of Patents – Rights of a Patent – Scope of a Patent Rights Licensing and Transfer of Technology – Why protection of intellectual property is important? – Enforcement of IPR – Infringement of IPR.

UNIT V (10 Hours)

Indian and International Scenario and New Developments in IPR

IPR Developments in India for the past Five Years – Development of IPR Laws in India – International Cooperation on IPR – New Developments in IPR – Administration of Patent System – International Patent protection – Case Studies in Indian and Global Contexts.

PRACTICAL COMPONENTS:

- ✓ Students should identify different research problems with examples and describe the characteristics of researchable problems in their academic area/society/community/organization concerned.
- ✓ Students are to form in groups (a group consists of 4-6 students) and conduct critical literature survey with regard to the identified research problems and prepare a brief literature review coupled with research gaps and working hypothesis.
- ✓ Students are required to identify and develop good research design to address the defined research problems.
- ✓ Students are expected to write the research design on Exploratory and Descriptive Research.
- ✓ Students are required to develop practical experience in writing a research proposal by conducting a thorough critical review of any three research proposals (examples).
- ✓ Students are expected to develop templates for technical report writing.
- ✓ Students should conduct a team based mini research project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- ✓ Students are expected to identify types of plagiarism in academic research, and how to avoid plagiarism in research.
- ✓ Students are asked to identify and submit a brief report on Indian patents of International repute.
- ✓ Students are asked to write on Patent registration procedure, and visit Official website of Intellectual Property India <https://ipindia.gov.in> to know how to get IPR in India.
- ✓ Students are asked to identify and summarise remedies available against the infringement of intellectual property rights in Indian and global contexts.
- ✓ Students are asked to submit any five examples of ethical issues in copyright and patents.

REFERENCE TEXT BOOKS:

1. Garg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K., 2002, An introduction to Research Methodology, RBSA Publishers.
2. Cohen, L. Lawrence, M., & Morrison, K. (2005), Research Methods in Education (5th edition). Oxford: Oxford University Press.
3. Kothari, C.R., 1990, Research Methodology: Methods and Techniques, New Age International.
4. Dornyei, Z. (2007). Research Methods in Applied Linguistics. Oxford: Oxford University Press.
5. Anthony, M., Graziano, A.M. and Raulin, M.L., 2009, Research Methods: A Process of Inquiry, Allyn and Bacon.
6. Fink, A., 2009, Conducting Research Literature Reviews: From the Internet to Paper. Sage Publications.
7. Day, R.A., 1992, How to Write and Publish a Scientific Paper, Cambridge University Press.
8. Wadehra, B.L. 2000, Law relating to patents, trade marks, copyright designs and geographical indications. Universal Law Publishing.
9. Coley, S.M. and Scheinberg, C. A., 1990, Proposal Writing, Sage Publications.

10. Carlos, C.M., 2000. Intellectual property rights, the WTO and developing countries: theTRIPS agreement and policy options, Zed Books, New York.
11. Leedy, P.D. and Ormrod, J.E., 2004, Practical Research: Planning and Design, Prentice Hall.
12. Satarkar, S.V., 2000. Intellectual property rights and Copy right. Ess Ess Publications.

13. Important Websites:

- www.ipindia.nic.in - Intellectual Property Office, India
- www.patentoffice.nic.in – Patent office, India
- <http://copyright.gov.in/> - Copyright Office, India
- ipr.icegate.gov.in – Automated Recordation & Targeting for IPR Protection
- <http://www.icegate.gov.in>- E- Commerce portal of Central Board of Excise and Customs
- www.ipab.tn.nic.in - Intellectual Property Appellate Board, India
- www.mit.gov.in – Department of Information Technology, India
- <http://www.mit.gov.in/content/office-semiconductorintegrated-circuits-layout-designregistry>
- Semiconductor Integrated Circuits Layout-Design Registry (SICLDR)
- www.plantauthority.gov.in – Plant Varieties and Farmers' Rights Authority, India
- <http://nbaindia.org/> - National Biodiversity Authority
- www.nipo.in – The Indian IPR Foundation
- www.wipo.int – World Intellectual Property Organisation
- <http://www.wto.org> – World Trade Organisation

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
II SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA206: OPERATIONS RESEARCH(4L+1P + 0T)

Subject Code	22MBA206	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

- To provide students with the knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.
- To impart skills in the use of various mathematical models with Operations Research approach in solving real problems in industry.

Course Outcomes

By the end of the course, students will be able to

- CO1: Explain the concepts of operations research
CO2: Analyze the quantitative mathematical models for managerial decision making
CO3: Develop plans for optimum use of various resources
CO4: Formulate strategies for real business problems

UNIT-I (12 Hours)

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

UNIT-II (10 Hours)

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

UNIT-III (10 Hours)

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

UNIT-IV (10 Hours)

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

UNIT-V (10 Hours)

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

Case Study (Not Exceeding 300 words)

REFERENCE TEXT BOOKS:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
II SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22 MBA207 (II): CONSUMER BEHAVIOR
(4L+0P + 0T)

Subject Code	22 MBA207 (II)	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	00	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To familiarize the students with the the concept of consumer behaviour, decision making by consumers,behaviour variables and influences on consumer behaviour
- To improve their comprehend the social and cultural dimensions of consumer behavior, factorsimpacting attitudes and behaviour
- To arm the budding marketers with an insight of the psychological and behavioral concepts of consumers thus enabling them to achieve their objectives and excel

Course Outcomes

By the end of the course, students will be able to

CO1: Define key terms, concepts, and theories of consumer behavior

CO2 :Apply consumer behaviour concepts to real world marketing problems and develop bettermarketing programs and strategies to influence those behaviours

CO3: Support the organization with Analyze the current trends in consumer behaviour; and apply them to the marketing of anactual product or service.

CO4: Design organizational structure of various firms

Course Content:

UNIT-I (102 Hour)

Consumer Behavior: Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behavior and Consumer Research – Market Research and Consumer Behavior – Relevance of Market Research with Consumer Behaviour

– Approaches to Consumer Behavior Research: Quantitative Research and Qualitative Research – Profile of the Indian Consumer and Understanding their Needs – Application of Consumer Behavior and Knowledge in Marketing

UNIT-II (14 Hour)

Individual Determinants of CB: Perception: Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality: Nature, Theories, self-concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation & Change – Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories – Learning: Concept, Definition, Learning Theories and their Applications. Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Application of Reference Group Concept – Family: Functions of Family, Family Decision Making – Environmental Influences on CB: Social Class, Life Style, Profile of Social Class, and Application of CB – Culture: Characteristics, and Cross Cultural Understanding.

UNIT-III (10 Hour)

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

UNIT-IV (10 Hours)

Organizational Buying: Differences between Industrial Markets and Consumer Markets – Differences between Organizational and Consumer Buying – Buying Decisions in Organizational Buying process – Types of Decision Making – Organization Buyer's Decision Making Process – Factors influencing Organizational Buying Behaviour – Decision Makers in Organizational Buying – Webster and Wind model of Organizational buying behavior – The Sheth model of Industrial buying.

UNIT-V (08 Hours)

Consumer Behavior Analysis and Marketing Strategy – Consumer Behavior and Product Strategy – Consumer Behavior and Pricing Strategy – Consumer Behavior and Distribution Channel Strategy – Consumer Behavior and Promotion Strategy.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.
- ✓ Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.
- ✓ Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?

- ✓ Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?
- ✓ Choose 5 successful products or services and identify the insight behind them through a field survey.
- ✓ Do a comprehensive essay on the difference between consumer vs. trade vs. Competition insights & how best to exploit them.
- ✓ Take 5 recent digital innovations e.g. twitter or face book and identify the insights.
- ✓ Locate 5 non-users of search or mail and Interview their reasons.
- ✓ Choose 5 recent successful campaigns and identify their insights through consumer interviews. Present your findings to the class.
- ✓ Choose 3 successful movies e.g. Dabang & Zindagi na milegi & My name is Khan---and interview consumers about the reasons for their success. Similarly repeat this with 3 recent expensive flop movies and Present your findings to the class.

REFERENCE TEXT BOOKS:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
II SEMESTER
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22MBA208: SELLING & NEGOTIATION SKILLS
(0L+2P + 0T)

Subject Code	22MBA208	IA Marks	30
No. of Lecture Hours/Week	00	End Exam Marks	70
Practical Hours/Week	02	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	26	Exam Hours	03

Course Objectives

- To imbibe in the students, critical sales competencies that drive buying decisions;
- To give insights into how to boost individual and organizational productivity through sales lead management;
- To introduce basic theoretical principles and particular steps in the negotiating process.

Course Outcomes

By the end of the course, students will be able to

CO1: Understand and appreciate the skills and competencies required to be an effective sales person

CO2: Understand and appreciate what it takes to be a good negotiator

CO3: Manage conflict in the negotiation process

CO4: Understand the advantages and limitations of various negotiation strategies

Course Content:

UNIT-I:

Nature and Role of Selling: Importance of Selling – Role in the Context of Organization – survival and growth – Types of Selling: Differences in Selling Situations, New Business Versus Service Selling – Newton's Classification of Sales Types – McMurry and Arnold's classification of selling Types – Consumer Indirect Selling, industrial Selling, Missionary, Sales team/group Selling Merchandising, Telesales, Franchise selling, International selling.

UNIT-II:

Attributes of a Good Salesperson: Personality and Physical Characteristics, Enthusiasm, Confidence, Intelligence, Self-Worth, Knowledge-product, Competition, Organization, Market, Customer, Territory: Communication Skills, Persuasive Skills. (to be supplemented by live exercises on personal selling)

UNIT-III:

Personal Selling Skills: The opening – Need and problem identification–the Presentation and Demonstration – Dealing with Objections – Negotiations – Closing the Sale -follow up (to be supplemented by live exercise on personal selling)

UNIT-IV:

Negotiation Skills: Goal, Collaborative/Win-Win not Compromise – Pyramid of Success: Power, Time, and Information– Opponent: Visceral or Idea, (To be supplemented by live exercises on personal selling)

UNIT-V:

Different Phases of Negotiation: Pre-Negotiation – Opening-Information Sharing– Problem solving – Agreement– Breakdown in Negotiation– Barriers that Create Impasse- Overcoming Barriers-people Problem-Mediation- Arbitration-Ethics.

PRACTICAL COMPONENTS:

- ✓ Dividing students into groups and give a scenario to negotiate and reach conclusion.
- ✓ Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind – sets.
- ✓ Conduct Role Plays for different scenarios.
- ✓ Solve various case studies dealing with conflict between teams and organizations.
- ✓ Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- ✓ Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

REFERENCE TEXT BOOKS:

- 1) Roy J. Lewicki, David M. Saunders, Bruce Barry, Negotiations, 5/e, Mc Graw Hill, 2005.
- 2) George Seidel, Negoting for sucess : Essentail strategies and skills, University of Michigan. 3. Patric Forsyth, Negotiaon skills for rookies.
- 3) David Goldwich, Win-Win Negotiations, ST training solutions
- 4) Brian Tracy and Zig Ziglan, Persuasive selling and power negotiations.
- 5) The Essentials of Negotiation – Harvard Business School Press.
- 6) Negotiation Handbook by P. J. Cleary – Printice Hall of India.
- 7) ABC’s of Selling Skills by Charles M. Futrell–McGraw Hill.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
II SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2022-23

22 MBA207 (III): COST & MANAGEMENT ACCOUNTING
(4L+0P + 0T)

Subject Code	22 MBA207 (III)	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	00	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	52	Exam Hours	03

Course Objectives

- To familiarize the students with the understanding of the basic concepts and applications to establish the cost associated with the production of products and provision of services and apply the same to determine prices.
- To improve an understanding of cost accounting statements.
- To know the acquire the ability to able to apply cost information for cost ascertainment, planning, control and decision making.

Course Outcomes

By the end of the course, students will be able to

CO1: Define concepts in the field of management accounting

CO2 :Apply various methods and techniques of management and cost accounting to optimizethe utilization of the resources

CO3: Support the organization with the utility of different methods in finding optimal solutions of the managerial problems.

CO4: Evaluate the performance and suitability of different methods used for efficientutilization of the resources

Course Content:

UNIT-I (12 Hours)

Overview of Cost and Management Accounting: Definition, Scope and functions Of Cost and Management Accounting - Installation of Costing System - Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management - Cost terms and Concepts: Cost Reduction and Cost Control, Elements of Costs Cost behavior pattern, Separating the components of fixed, variable, semi-variable and step costs - Methods of Costing - Techniques of Costing - Cost Accounting with use of Information Technology.

UNIT-II (10 Hours)

Methods of Costing Single Output/ Unit Costing - Job Costing: Job cost cards and databases, collecting direct costs of each job, attributing overheads to jobs, Application of job costing - Batch Costing: Determination of optimum batch quantity, Ascertainment of cost for a batch, Preparation of batch cost sheet, Treatment of spoiled and defective work -Contract Costing: Ascertainment of cost of a contract, Progress payment, Retention money, Escalation clause, Costplus contract, Value of work certified, Cost of Work not certified - Determination Value of work certified, Cost of work not certified, Notional or Estimated profit from a contact.

UNIT-III (10 Hours)

Marginal Costing Basic concepts of marginal costing, Contribution margin, Break-even analysis, Break –even and profit volume charts, Contribution to sales ratio, Margin of Safety, Angle of Incidence, Cost-Volume-Profit Analysis (CVP), Multi- product break- even analysis, Consideration of Limiting factor (key factor) - Determination of Cost of a product/ service under marginal costing method, determination of cost of finished goods, work-in-progress -Comparison of Marginal costing with absorption costing method- Reconciliation of profit under the both methods- Short term decision making using the above concepts (basic / fundamental level).

UNIT -IV (10 Hours)

Cost Control and Analysis Standard Costing: Setting up of Standards, Types of Standards, Standard Costing as method of performance measurement - Calculation and Reconciliation of Cost Variances: Material Cost Variance, employee Cost Variance, Variable Overheads Variance and Fixed Overhead Variance -Cost – Volume- Profit Analysis; Different types of Break-even Points and Charts; Application of Marginal costing to managerial decision making.

UNIT -V (10 Hours)

Budget and Budgetary Control Meaning of Budget, Essentials of Budget, Budget Manual, Budget setting process, Preparation of Budget and monitoring procedure -The use of budget in planning and control -Flexible budget, Preparation of Functional budget for operating and non- operating functions, Cash budget, Master budget - Introduction to Principal/ Key budget factor, Zero Based Budgeting (ZBB), Performance budget, Control ratios and Budget variances - Contemporary Issues: Kaizen costing, Target costing, Life Cycle costing, E-Budgeting

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- ✓ Students are asked to identify and summarise various types of costs and cost terminologies used in business organisations, and submit a detailed report on cost concepts with examples whenever possible.
- ✓ Students are to form in groups (group consists of 4-6 people) and asked to prepare and interpret budgets and standard costs and variance statements collected from company websites under the instructions of the course instructor.
- ✓ Students are expected to work on practical problems related to marginal costing and C-V-P analysis. Course instructor to prepare any five practical problems related to marginal costing and C-V-P analysis.
- ✓ Students are asked to prepare templates for flexible and zero-based budgeting and e-budgeting.
- ✓ Students are asked to explore innovative cost controlling measures and techniques and submit report on the same to the course instructor for evaluation and assessment.

REFERENCE TEXT BOOKS:

- 1) N.S. Zad: Cost & Management Accounting Taxmann Publications Pvt. Ltd.
- 2) Deepak Jain: Cost & Management Accounting Taxmann Publications Pvt. Ltd.
- 1) S.P. Jain & K.L. Narang, Cost and Management Accounting; Kalyani Publishers, Daryaganj, New Delhi-110 002. V.K. Saxena & C.D. Vashist: Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Delhi -110 002.
- 2) M.N. Arora: Cost and Management Accounting (Theory and Problems); Himalaya Publishing House, Ramdoot, Dr. Bhalerao Marg, Kelewadi, Girgaon, Mumbai-400 004.
- 3) S.N. Maheshwari: Cost and Management Accounting; Sultan Chand & Sons, 23, Daryaganj New Page 22 of 36 Delhi -110 002.
- 4) I.M. Pandey: Management Accounting; Vikas Publishing House (P) Ltd. A-22, Sector 4, Noida – 201 301.
- 5) M.Y. Khan & P.K. Jain : Theory and Problems of Management and Cost Accounting; McGraw-Hill Education (India) Ltd. B-4, Sector 63, Gautam Budh Nagar, Noida – 201 301.
- 6) JawaharLal : Cost Accounting; McGraw-Hill Education (India) Ltd. B-4, Sector 63, GautamBudh Nagar, Noida – 201 301.
- 7) C.T. Horngren : Cost and Management Accounting - A Managerial Emphasis; Pearson Education Asia, 482, F.I.E. Patparganj, Delhi-110 092. (ix)
- 8) B.M. Lall Nigam & I.C. Jain : Cost Accounting Principles and Practice; Prentice Hall of India, M97, Connaught Circus, New Delhi-110 001.
- 9) Drury Colin : Management and Cost Accounting; International Thomson Business Press, London.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

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

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

Course Objective:

- To provide an understanding of how strategic decisions are to be taken and implemented in the changing environment.
- To familiarize learners with various strategies that can be applied in the decision making to enhance organizational effectiveness, productivity and profitability.

Course Outcomes

By the end of the course, students will be able to

CO1: Explain the core concepts in strategic management and their application to current business scenarios

CO2: Formulate strategies and strategic plans

CO3: Evaluate challenges faced by managers in implementing strategies.

CO4: Analyze strategies of various corporate organizations

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

Expansion and Growth Strategies: Types of Expansion Strategies – Intensification Strategies: Market Penetration, Market Development and Product Development – Diversification

Strategies: Vertically Integrated, Concentric and Conglomerate Diversification Strategies, and their Importance Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, of Strategic Alliances, and Collaborative Partnerships – Turnaround Management Strategies.

UNIT-V:

Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues

- Organizational Learning – Structures for Strategies – Organizational Leadership and Corporate Culture – The concept of Balanced Score Card – Triple Bottom line Approach – Strategy Evaluation and Control: Purpose of Strategic Control, Strategic, Budgetary and Operational Control – Strategic Control Process – Strategic Audit.

Case Study (Not Exceeding 300 words)

Practical Component:

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

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

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

Reference Text Books:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 302: PROJECT MANAGEMENT

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

Course Objectives:

- To provide an understanding of how projects are planned and implemented in the changing environment scenario.
- To know how to select, plan and implement projects and the different methods used for evaluation of projects.

Course Outcomes:

CO1: Demonstrate project planning & implementation in the changing environment

CO2: Explain the processes a practitioner undertakes to achieve project goals

CO3: Identify various software's in project management

CO4: Analyse and appreciate contemporary project management tools and methodologies.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT-V

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

Project Execution and Control: Introduction, Project Execution, Project Control Process, Purpose of Project Execution and Control
Project Close-out, Termination and Follow-up: Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up
Project Management Software: Introduction, Advantages of Using Project Management Software.

Case Study (Not Exceeding 300 words)

Practical Component

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

References:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA303 HRM: HUMAN RESOURCE PLANNING (4L + 1P + 1T)

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

Course Objectives

- To provide practical understanding of HRP, deployment, maintaining HR information and preparing report on HR performance.
- To familiarize the students with the information system, accounting and audit system required for managing HR functions.

Course Outcomes

By the end of the course, students will be able to

CO1: Understand the supply and demand forecasting of human resources in an organisation.

CO2: Develop a conceptual as well as practical understanding of human resource planning, deployment and maintaining HR Information

CO3: Demonstrate an understanding of HR Accounting and HR audit

CO4: Analyze HR Planning policies and practices of any three product and service organizations

UNIT-I

Human Resource Planning: Concept, Importance, Objectives, Types of HR Plan, Factors Affecting Human Resource Planning, Need for Human Resource Planning, Dimensions of Human Resource Planning, Five Steps in Human Resource Planning, Importance of Human Resource Planning, Obstacles in Human Resource Planning, Approaches to Human Resource Planning (Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach).

UNIT-II

Human Resource Forecasting and Developing HR Planning Process: Necessity for Forecasting, Steps in Forecasting, Demand and Supply Forecasting, Demand Forecasting Techniques, Forecasting Accuracy, Benefits of Forecasting, Methods of Demand Forecasting and Supply Forecasting at Micro Level, Macro Level and National Level, Managing

Surplus and Shortages, Evaluating human resource planning Effectiveness – Developing a HR Plan: Qualitative Side of HR Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in HR Planning, Sample HR Plan.

UNIT-III

Talent Development and Engagement: Policies and Approaches, Organizational Training, Role of Training Managers in Talent Development – Talent Engagement and Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement. , Talent Engagement vs. Performance and Retention, Talent Engagement, Entrepreneurship, of Intrapreneurship.

UNIT-IV

Career Management: Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning.

UNIT-V

Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA, Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India – Human Resource Information System – Emerging Trends and Issues in Human Resource Planning – Manpower Planning in 21 century – Impact of Globalization on Manpower Planning policies and practices.

Case Study (Not Exceeding 300 words)

Practical Component

- Ask students to study HR Planning policies and practices of any three product and service oriented organisations.
- Ask students to prepare a blue print of HR forecasting and developing HR Plan.
- Ask students to present innovation HR planning practices adopted by Indian and Western business organizations.

Reference Text Books

1. James W. Walker, Human Resource Planning, McGraw-Hill.
2. Cascio., Managing Human Resources, McGraw-Hill.
3. Mirza S Saiyadain&TriptiPande Desai, Emerging Issues in Human Resource Management, Excel Books.
4. Noe& Raymond., Fundamentals of Human Resources, McGraw-Hill.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA303 FIN: FINANCIAL INSTITUTIONS & MARKETS (4L + 1P + 1T)

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

Course Objectives:

- To familiarize the student with the financial institutions, markets, and regulations in India.
- To acquaint students the role of different international financial institutions in the economic development of the country.

Course Outcomes:

CO1: Examine the role of Indian financial system in the economic development.

CO2: Demonstrate the constituents of Indian Financial System

CO3: Apply financial concepts for proper fund management in an organization

CO4: Integrate the functions of organized financial markets at domestic & international level

UNIT-I

Functions of Financial System: An overview of Indian Financial System – Constituents of Indian Financial System – Role and functions of participants in the Financial Markets – Factors impacting the dynamics of Financial system (Theory).

UNIT-II

Financial Institutions: Indian Banking System - An overview – Recent Developments; Banking Institutions – Classification of Banks. Role of Reserve Bank of India, NABARD, Regulatory issues of Banking Institutions: Non Banking Institutions – Role of NBFCs in the economic development – Types of NBFCs – Regulatory Framework of NBFCs.

UNIT-III

International Financial Institutions: Overview of Global Financial Institutions – Role of International Bank for Reconstruction and Development (IBRD) – International Monetary Fund (IMF), Asian Development Bank (ADB), European Central Bank (ECB) – Bank for

International Settlement (BIS) – New Development Bank (NDB) formerly referred to as the BRICS Development Bank.

UNIT-IV

Capital Market: Evolution and development of Capital Market, Future trends, Components of Capital Markets – Primary market and Secondary market, Equity and debt, Domestic Institutions and Foreign institutions, Role of Stock Exchange Depositories; Regulatory framework – Role of SEBI, RBI, Ministry of Finance, IRDA.

UNIT-V

Introductory Concepts: Money Market, Importance, Composition and Constituents, Instruments of Money Market; Commodity Markets – Structure, Operations, Trends; Derivatives Market – Structure, Operations, Trends; Foreign Exchange Market – Structure, Operations, Trends.

Case Study (Not exceeding 300 words)

Practical component:

1. Students are asked to examine the financial system in any two products or service oriented companies and present a brief report on the same in the seminar period.
2. The class will be divided into small groups (consisting of 6 members). The groups are to discuss and present their views on variety of financial instruments used in the corporate sector.
3. Students are asked to identify any three financial markets and financial intermediaries in their region/locality; compare and contrast the role of and functions of organized financial markets and financial intermediaries.

Reference Text Books

1. L.M. Bhole – Financial Market and Institutions
2. M.Y. Khan – Indian Financial System
3. Vasant Desai – Development Banking–Issues and Options, Himalaya Pub.
4. M.Y. Khan – Industrial Finance, Tata McGraw Hill Publishers.
5. L.C. Gupta – The Changing Structure of Industrial Finance in India, Oxford University Press
6. Avadhani – Marketing of Financial Services, Himalaya Publishing House.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)

III SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

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

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

Course Objectives:

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

Learning Outcomes:

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

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

UNIT-I

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

UNIT-II

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

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

Case Study (Not Exceeding 300 words)

Practical Component

♣ Students can go to malls and unorganized retail outlets and observe the behavior of consumers of different demographic segments while buying different category of goods. Come back to class and present the findings / observations followed with a group discussion.

♣ Students can prepare a questionnaire and do a survey on consumer buying behavior and present the findings in the class.

♣ Find three advertisements that appeal to the need for power, affiliation and achievement and discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?

♣ Meet your friends and conduct a survey to find what are the important factors in their purchase of mobiles, shoes, bags etc. There are now plenty of advertisements regarding most products – how do they deal with this information overload?

♣ Choose 5 successful products or services and identify the insight behind them through a field survey.

♣ Do a comprehensive essay on the difference between consumer vs. trade vs. Competition insights & how best to exploit them.

♣ Take 5 recent digital innovations e.g. twitter or face book and identify the insights. Page 53 of

♣ Locate 5 non-users of search or mail and Interview their reasons.

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

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

Reference Books:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

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

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

Course Objectives:

- To provide students with theoretical and practical knowledge necessary for a successful and efficient management of brands.
- To familiarize the framework for the analysis of the main factors determining success of a brand in the market

Course Outcomes

By the end of the course, students will be able to

CO1: Demonstrate an understanding of the fundamental concepts of product and brand management

CO2: Apply brand positioning framework to develop a brand

CO3: Analyze strategies of competitors

CO4: Assess portfolio matrix and product lifecycle to manage firm's product mix

UNIT-I

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

UNIT-II

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

UNIT-III

Brand: Meaning, Definition, Evolution of Brands, Different Types of Brands, Functions of Brand to Consumer – Role of Brand – Advantages of Brand – Product Vs Brand – Brand Life Cycle – Branding: Meaning, Creation of Brands – Branding

Decisions – Brand Management: Meaning and Definition – Strategic Brand Management Process: Meaning, Steps in PaBgree5n5d of

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

UNIT-IV

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

UNIT-V

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

Case Study (Not Exceeding 300 words)

Practical Component:

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

Reference Books:

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA304 HRM: PERFORMANCE & REWARD MANAGEMENT (4L + 1P + 1T)

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

Course Objectives

- To help in understanding the effective process of performance appraisal in quality oriented organizations through the pedagogy of case studies and practical experiences.
- To familiarize various reward methods to the organizational objectives.

Course Outcomes

CO1: Explain the process of performance appraisal & management in the organizations

CO2: Analyse compensation case studies and practical experiences

CO3: Prepare a comprehensive compensation plan and good reward system for the organisation

CO4: Develop strategic HR plans

UNIT-I

Performance Management: Concept and Objectives, Prerequisites, Principles, and Characteristics of an Ideal PM Systems – Dimensions of Performance Management – Factors Affecting Performance Management – Pitfalls of Poorly Implemented PM systems – Performance Management Process – Performance Management and Strategic Planning – Performance Management and Performance Appraisal Concept.

UNIT- II

Performance Appraisal System: Concept, Defining Performance, Determinants of Performance, Performance Dimensions – Approaches to Measuring Performance, Diagnosing the Causes of Poor Performance – Differentiating Task from Contextual Performance – Choosing a Performance Measurement Approach: Traditional Methods and Modern Methods

- Measuring Results and Behaviours – Gathering Performance Information, and Implementing Performance Management System.

UNIT- III

Performance Management and Employee Development Plan: Components and Process of Personal Development Plans – HR Score Card – Performance Reviews – Conducting performance review meetings – Mentoring – Coaching – Role Efficacy – Performance Consulting: Concept, the Need for Performance Consulting, designing and Using Performance Relationship Maps Contracting for Performance Consulting services – Organizing Performance Improvement Department. Page 64 of

UNIT- IV

Performance Management & Reward Systems: Performance Linked Remuneration System, Performance Linked Career Planning & Promotion Policy – Reward Management: Objectives and Criteria – Statutory Provisions Governing Different Components of Reward Systems – Competitiveness and Equity – Designing Compensation – Wage Levels and wage Structures

- Determining Individual Pay – Executive Compensation Systems in Multinational Companies and IT companies.

UNIT -V

Performance pay – Incentives, Individual, Group, Short-term and Long-term – Compensation of Special Groups, Supervisors, Executives, Directors, Sales Force, Technical Professional, and Women Executives – Fringe Benefits – Retirement Benefits including VRS / Golden Handshake Schemes.

Case Study (Not Exceeding 300 words)

Practical Component:

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in a automobile manufacturing organization.

Reference Text Books:

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books
2. G.K.Suri., Performance Measurement and Management, Excel Publications
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.

4. D.K.Srivastava, Strategies for Performance Management, Excel Publications.
5. R.K. Sahu, Performance Management System, Excel Publications.
6. Chadha, Performance Management, MacMillan.
7. Michael Armstrong, Performance Management, Kogan Page India Ltd.
8. Boyett, J.H and Conn, H.P., Maximizing Performance Management, Glenbrdige Publishing, Oxford 9.
DipakkumarBhattacharya, Compensation Management, Oxford.
9. Pareek, U., Managing Transitions: The HRD Response, TMH

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
III SEMESTER
MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA304 FIN: BEHAVIORAL FINANCE (4L + 1P + 1T)

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

Course Objectives

The course is a sub field of behavioral economics, proposes psychology based theories to explain stock market anomalies, such as severe rises or falls in stock price. The purpose is to identify and understand why people make certain financial choices. The course enables the students to understand the concepts of fundamental analysis and technical analysis and their significance in the investment decisions of the public. Further the course helps to understand the impact of psychological influence while making decisions about investment. Also the course makes the student aware of emotions and their influence on risk taking attitude of investors.

Course Outcomes

At the end of the course the students learn about the psychological influences that effect investment decisions. The students also learns about how emotions are going to influence the risk taking attitude of investors while taking investment decisions.

UNIT – I

Introduction to Behavioural finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting

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 - Investor rationality and market efficiency.

UNIT – III

Behavioural 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 behavioural factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

UNIT – IV

Behavioural Corporate Finance: Behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioural factors in corporate decision making

External Factors and Investor Behaviour: Mechanisms of the External Factor influence on

UNIT – V

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

Case Study (Not exceeding 300 words)

Reference Books

1. Behavioural Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. Understanding Behavioral Finance by Ackert The Psychology of Investing by John R.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 Markets, Oxford University Press.
8. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
9. 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 Finance, Oxford University Press, Oxford.
12. Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
13. Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA305 FIN: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

(4L + 1P + 1T)

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

Objectives of the Course:

- To know the different types of investment avenues available to the investors.
- To familiarize the concept of portfolio management and its process.

Course Outcomes

By the end of the course, students will be able to

CO1: Identify various investment avenues.

CO2: Determine the price of equity and debt instruments.

CO3: Construct bond and equity portfolio based on risk & return

CO4: Evaluate the performance portfolio

UNIT-I

Investment: Meaning, Characteristics, Objectives of Investment, Investment Vs. Speculation and Gambling, Types of Investors – Investment Avenues: Traditional and Modern – Risk: Meaning, Elements of risk, Systematic and Unsystematic Risk – Capital Allocation Between Risky & Risk Free Assets – Utility Analysis – Measurement of Risk: S.D, Variance, Correlation, Regression and Beta coefficients – Risk Returns Trade-off.

UNIT-II

Valuation of Shares and Bonds: Concept of Present Value, Share Valuation Model, Constant Growth Model, Multiple Growth Model, Discount Rate, Multiplier Approach to Share Valuation, and Regression Analysis – Bond Valuation: Bond Returns, Bond Prices, Bond Pricing Theorems, Bond Risks and Bond Duration.

UNIT-III

Fundamental Analysis & Technical Analysis of Equity Stock: Economic, Industry and Company Analysis Framework, Economic Forecasting Techniques – Technical Analysis (Case Study: Coca

Cola): Basic Principles and Assumption of Technical Analysis, Chart Patterns, and Technical Indicators – Dow Theory, Elliot Wave theory, Confidence Index, RSI, Moving Average Analysis, and Japanese Candlesticks.

UNIT-IV

Portfolio and Management: Random walk Theory, Efficient Market Hypothesis (Case Study: EBay Stock Market Efficiency), and Forms of Market Efficiency – Portfolio Management: Process of Portfolio Management, Portfolio Analysis, Portfolio Risk and Return Calculation – Diversification of Risk – Portfolio Selection – Feasible Set of Portfolio – Efficient Frontier Security Market Line – CML – Selection of Optimal portfolio using Markowitz and Sharpe of Single Index model. (Case Study: Vanguard - Mutual Funds and Taxes).

UNIT-V

Capital Market Theory: CAPM-Arbitrage Pricing Theory – Methods of Portfolio Performance Evaluation: Sharpe, Traynor, and Jensen – Measures Portfolio Revision: Need for Revision, Constraints in Revision, Revision Strategies, Formula Plans, and Portfolio Management in India.

Case Study/Problem (From 2, 4 & 5 Units Only)

REFERENCE BOOKS:

1. Reilly and Brown, Investment Analysis & Portfolio Mgmt, Thomson Learning.
2. Fisher and Jordan, Security Analysis & Portfolio Management, Pearson, PHI.
3. David G. Luenberger, Investment science, Oxford.
4. Alexander, Sharpe, Bailey, Fundamentals of Investment – Pearson / PHI.
5. Barua, Verma and Raghunathan, Portfolio Management, TMH.
6. S. Kevin, Portfolio Management, Prentice Hall India.
7. Ranganathan & Madhumathi, Investment Analysis & Portfolio Management, PHI.
8. V A Avadhani., Securities Analysis & Portfolio Mgmt., HPH.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
III SEMESTER
MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA305 HRM: TRAINING & DEVELOPMENT (4L + 1P + 1T)

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

Course Objectives

The course aims at exposing the learner to the concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. To provide an experimental skill-based exposure to the process of planning, organizing, and implementing of training program in a globalised organization. To provide an in depth understanding of the role of training in the development process of an employee and also to educate the employee about career objectives and career planning. Further the course also helps the students to understand the importance of training evaluation, executive development and its importance in effective management of organizations.

Course Outcomes

The students after completion of this course learn about need for and importance of training in the organizations. The students learn about different training methods available and the significance of development programmes in the organization.

UNIT-I

Introduction: Concepts and Rationale of 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; Role of External agencies in Training and Development.

UNIT- II

Training Needs Assessment (TNA) and Development Methodologies: Training Needs Analysis: Meaning and significance of training needs types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities.

UNIT- III

Designing Training and Development Programs: Organization of Training and Development programs, Training design, kinds of training and development programs - competence based and role based training; orientation and socialization; Preparation of trainers; developing training materials; E - learning environment; Flexible learning modules; Self development; Training process out sourcing.

UNIT- IV

Training Evaluation: Meaning, Reasons for Evaluating Training and Significance of Training Evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types

UNIT- V

Executive Development/ Management Development: Need, factors affecting MDP, Methods, Process, Administration, Delivery, Costing & Pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training - Emerging Trends in Training and Development: Team training and six sigma training; Electronic Enabled Training Systems (EETS).

Case Study (Not Exceeding 300 words)

Practical Components:

- Study training programs and processes in different organizations and analyze their effectiveness.
- Students to design a training program for a specific job role.
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs.
- Implement various training methods, observe and submit a report on its effectiveness.

Reference Text Books

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. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh DeoKodwani, Employee Training and Development, Tata McGraw Hill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
III SEMESTER
MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

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

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

Course Objectives:

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

Course Outcomes:

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

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

UNIT – I

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

UNIT – II

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

UNIT III

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

UNIT IV

Developing the Integrated Marketing Communication Programme: Planning and

development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions

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

UNIT V

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

Case Study (Not Exceeding 300 words)

References

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

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

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

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

Course Objectives:

- To know various elements of services marketing mix.
- To acquaint students with service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers

Course Outcomes:

By the end of the course, students will be able to

CO1: Explain the unique challenges of services marketing

CO2: Demonstrate service blue printing.

CO3: Examine services audit plan for service

CO4: Formulate service marketing mix for new services

UNIT-I

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

UNIT-II

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

UNIT-III

Services Marketing Mix: Product-Service Continuum, product Differentiation and Product Levels, and Service Life Cycle – Pricing of Services and Revenue Management: Pricing Concepts, Pricing Strategies for Services – Communications Mix for Services – Service Distribution: Components of Service Delivery System, and Distribution Strategies for Services – Role of Employees and Consumers in Services – Integrated Communication and Service Branding – Concept of Service Encounter – Moment of Truth – Concept of Services cues and Physical Evidence – Concept of Process – Types of Process – Role of Process in Various Services – Customer Role in Service Process – Developing and Managing Service Processes.

UNIT-IV

Customer Satisfaction & Service Quality Management: Concept of Customer Satisfaction, Determinants of Customer Satisfaction, Monitoring, and Measuring Customer Satisfaction – Service Quality Models: Parasuraman-Zeithaml-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos Model – Technology & Service Strategy: Applying Technology to Service Settings, eservices.

UNIT-V

Relationships, Complaining & Service Recovery: Building and Managing Customer Relationships, Human Service Interfaces, Services Marketing Effectiveness, Service Deficiencies, Service Failure, and Recovery Services Strategies – Service Innovation and Design – Cost-Effective Service Excellence – Customer Profitability and Lifetime Value – Managing Customer Loyalty – Churn Diagnostic and Customer Retention – Service Audit.

Case Study (Not Exceeding 300 words)

Practical component:

- Ask students to choose a service industry of their choice at the beginning of the semester.
- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating to the concepts of that Module to the industry
- Students can prepare service blueprints for any service of their choice
- Students can do a role play on service recovery
- Identify any existing services. Locate loopholes in their design and suggest modifications

REFERENCE BOOKS:

1. Lovelock. Christopher H., Services Marketing, Pearson Education, New Delhi.
2. ValeriZeithmal and Mary Jo Bunter, Services Marketing, Tata McGraw Hill, New Delhi.
3. Ravi Shankar, Services Marketing, Excel Books, New Delhi.
4. K. Ram Mohan Rao, Services marketing, Pearson Education, New Delhi.
5. Newton M P Payne, A., The Essence of Services Marketing, New Delhi, Prentice Hall of India.
6. Apte, Services Marketing, Oxford University Press.
7. Christian Gronrose, Services Management and Marketing, Maxwell Macmillan.
8. Kenneth E.Clow& David L.Kurtz, Services Marketing, Wiley India, New Delhi

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
III SEMESTER
MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA306 FIN: FINANCIAL ENGINEERING (4L + 1P + 1T)

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

Course objectives

The objective is to create awareness among the students about this multidisciplinary field relating to creation of new financial instruments and strategies. It aims to create an understanding about the process of employing mathematical models and financial theory to make pricing, hedging, trading and portfolio management decisions. The study of this course helps to know about how innovative financial products help to control the financial risk.

Course Outcomes

At the end of the course, the students learn about the need for developing innovative financial instruments, the students also learn about hybrid financial instruments, the significance of hedging in reducing risk, techniques of hedging.

UNIT-I

Introduction to Financial Engineering-Meaning, scope and Need- Tools of Financial Engineering- Financial Engineering and Financial Analysis- Factors Contributing to the growth of Financial Engineering- Financial Process, Financial Product Development-Need- Direction- Design- Testing and Introduction- Recent Debt Market Innovations- Zero Coupon Securities Repo and reverse Repo Market- Financial Engineering Process and Strategies.

UNIT-II

Skills and Knowledge Required: Statistical, Modelling, Technology, Legal, Accounting and Taxation-Conceptual Tools Required: Time Value of Money, compounding, investment horizons- risk and types of risks- portfolio analysis- asset liability management- hedging, interest rate, yield curve, exchanges rates-speculation-s arbitrage.

UNIT-III

Physical Tools of the Financial Engineering: Model for new product development: direction, design- testing Debt market innovations- equity-related instruments- hybrid securities.

UNIT-IV

Processes and Strategies: Asset-Liability Management, Risk Management Techniques- Restructuring and leveraged buy-out (LBO) - tax-driven strategies- equity based strategies.

UNIT-V

Future Trends: Financial Engineering and Globalisation- Legal protection for innovative instruments: Copy right, trade mark and competition law.

Case Study (Not Exceeding 300 words)

References:

1. Marshall, John F. and Bansal, Vipul K.: Financial Engineering, Prentice Hall of India
2. John C.Hull, Options, Futures and Other Derivatives, Prentice Hall of Pvt. Ltd.

3. T.V.Somanathan, Derivatives, Tata McGraw Hill
4. Julian Walmsley New Financial Instruments PHI
5. William F.Sharpe Investments Prentice Hall of Indian Pvt. Ltd.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
III SEMESTER
MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA306 HRM: ORGANIZATION DEVELOPMENT & CHANGE (4L + 1P + 1T)

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

LEARNING OBJECTIVES:

The objectives of this course are to help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively, to understand the various components and constraints involved in Change management, to give the knowledge of various tools & techniques for Organization Development to students, to understand different OD interventions and help students explore the different approaches and techniques involved in OD.

Course Outcomes

At the end of the course, the students learn about managing change in organizations. The students also get acquainted with OD interventions, techniques and approaches involved in OD.

UNIT-I

Introduction to organizational Development: Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

UNIT-II

OD process: Initiating OD relationship, contracting and diagnosing the problem, Diagnosing models, open systems, individual level, group level and organizational level diagnosis collection and analysis for diagnostic information, feeding back the diagnosed information.

UNIT-III

Designing OD interventions: Human process interventions:- coaching, training and development, process consultation, third part intervention, and team building. Organization confrontation meeting, intergroup relations intervention, and large group intervention, work design, Socio technical systems approach.

UNIT-IV

HR and Strategic interventions: HRM interventions: performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning and knowledge management.

UNIT-V

Organizational Change- Introduction, Nature of Change, Internal & External Changes, Types

of Change, Models of Change- Lewis's Force Field, Systems Model, Action Research Model,
Organizational Vision and Strategic Planning; Resistance to Change- Reasons for the
Resistance, Overcoming Resistance for the Change, Change and Person and Manager, Page 68 of

Systematic Approach to Making Change- Factors for Effective Change,
Skills of Leaders in Change Management, Designing the Change.

Case Study (Not Exceeding 300 words)

Practical Component:

- To conduct Force field analysis for MBA department
- Group activity-Identify the need for OD intervention for your college and call the director/principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analyzation.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.
- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.
- Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report.

REFERENCE BOOKS

1. Palmer, I., Dunford, R., & Akin, G. (2009). Managing organizational change (2nd Ed.), McGraw-Hill: Irwin, NY. ISBN: 978-0-07-340499-8.
2. Kotter, J. and Cohen, D. (2002). The Heart of Change : Real-Life Stories of How People Change Their Organizations. Boston: Harvard Business School Press. ISBN: 1578512549 or 9781578512546.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA309: Life Skills for Managers (2L + 1P + 0T)

Subject Code	MBA 309	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

Course Objectives

- To know the consumer economics, science, life skills, vocational skills, and leisure activities.
- To instill key concepts in daily living, personal social skills, and occupational/career preparation.

Course Outcomes

By the end of the course, students will be able to

CO1: Explain life, personal, social and occupational skills

CO2: Demonstrate care and open mindedness towards society

CO3: Develop risk taking ability

UNIT-I

Introduction: Definition of Life Skills – Assumptions about Life Skills – Concept of Skill in Life Skills – Concept of Skill in Life Skills – Primary Goal of Life Skills Programme – Life Skills Process Model– Group Development and Group Behaviors.

UNIT-II

Personal Management: Managing Personal Finance – Selecting and Managing a Household – Caring for Personal Needs – Raising Children and Meeting Marriage Responsibilities – Buying, Preparing, and Consuming Food – Buying and Caring for Clothing – Exhibiting Responsible Citizenship – Using Recreational Facilities and Leisure Time – Getting Around the Community (Mobility).

UNIT-III

Personal-Social Skills: Achieving Self-Awareness – Acquiring Self-Confidence –Achieving Socially Responsible Behaviour – Maintaining Good Interpersonal Skills – Achieving Independence, Achieving Problem-Solving Skills – Communicating with Others.

UNIT-IV

Occupational Skills: Knowing & Exploring Occupational Possibilities – Selecting and Planning Occupational Choice – Exhibiting Appropriate Work Habits and Behaviours – Seeking, Securing, and Maintaining Employment – Exhibiting Sufficient Physical-Manual Skills – Obtaining a Specific Occupational Skills.

UNIT-V

Coping Strategies: Concept of Coping – Types of coping strategies:1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behaviour) 3) emotion focused Empathy – Fundamentals of Moral Development – Interpersonal Influences on Moral Development – Moral Development and Social Exclusion – Morality and Culture– Morality and Intergroup Attitudes – Moral Emotions.

Practical Components:

1. Each student will work on personal goals within our Life Skills class.
2. Each student will respect the different levels of reading/writing competency toward their peers, and work to help others.
3. Opinions will be respected, honoured, listened to, and considered when making decisions that affect the entire class.
4. Mrs. Faulkner will choose all recipes (excluding Open Labs).
5. No inappropriate language or illustrations will be used in any of the projects within this Life Skills class.

Reference Text Books:

1. Glencoe, Applying Life Skills, McGraw Hill, 2010.
2. Louise A. Liddell and Yvonne S. Gentzler, Building Life Skills, Goodheart - Wilcox Publishers, 6th Edition
3. Glencoe, Managing Life Skills, McGraw Hill, 2010.
4. Glencoe, Discovering Life Skills, McGraw Hill, 2010.
5. Peter Nicholls, Enjoy Being Proud Of Who You Are: 52 Inspirational Life-Skills Messages for Teenagers, Kindle Edition.
6. ShipraVaidya, Developing Entrepreneurial Life Skills: Creating and Strengthening Entrepreneurial Culture in Indian Schools, Springer Publishers, New Delhi.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
III SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 310: Creativity & Innovation (2L + 1P + 0T)

Subject Code	MBA 310	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Number of Hours per Semester (13 weeks/91 days)	39		

Course Description:

- To instill techniques for improving the flexibility and originality of their thinking and explore approaches used by managers and organizations to create and sustain high levels of innovation.
- To encourage hands-on activities to stimulate innovation.

Course Outcomes

By the end of the course, students will be able to

CO1: Understand building blocks of innovation

CO2: Value teaming, communication and diversity

CO3: Create and sustain high levels of innovation.

UNIT-I

Introduction to Creativity: Concept- Convergent and Divergent Thinking-Creativity Intelligence Creativity Techniques -Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing Creativity Techniques -Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing Enhancing Creativity Intelligence Determinants of Creativity- Creativity Process, Creative thinking as a skill Introduction – Characteristics of creative of creative organization – Valuing diversity in thinking: Thinking preferences and creativity styles – Creativity in problem solving: problem definition, understanding and representing.

UNIT-II

Fundamentals of Innovation – Invention, Creativity, and Innovation – Invention vs. Innovation – Creative and Lateral Thinking Management – Drivers of Innovation – Characteristics of Innovation – Types of Innovation – Sources of Innovation – Designing the process of Innovation – Managing Innovation Process Introduction to Innovation: Components of Innovation – Types of Innovations – Key drivers of Innovation, Factors influencing Innovation.

UNIT-III

Measures of Innovation: Input measures, output measures, and econometric analysis
Types of Measures of Innovation: Firm Level, Organizational Level, and Political Level – Innovation Measurement Tools: Index of Corporate Innovation, and Balanced Score Card (Customer Perspective and Developmental Perspective).

UNIT-IV

Innovation Culture within Organizations: Creative Climate for Innovation, Building an Innovation Factory, Creating Breakthroughs – 3M, Designing and sustaining a Winning Innovative Culture – Social Media and Building Innovations into Organizations – Creating Innovative Capabilities – Government's Role in Promoting Innovation – Implementing Innovation: Principles and Practices for Implementing Innovation.

Practical Component:

The class will be divided into small groups (consisting of 6 students). Assignments include:

- Brain teasers (aka Puzzle Busters, to be solved individually) o Cartoon captions (small teams)
- TRIZ, a systematic ideation method, reading (individual) o Book readings and discussions (small teams)
- Small teams presentations on innovation: (1) innovative individual, (2) innovative company, (3) innovative movie/game, (4) sustainable innovation, (5) innovation in business, (6) innovation in art, (7) innovation in architecture, (8) innovative nation, (9) innovation in science, and (10) innovation in engineering.

SESSIONS AND ASSIGNMENTS DURING LAB:

- Undertake a controlled creative process, both in your mind and in a group.
- Apply creative business analysis, idea-generation, solution creation and proof of concept.
- Work effectively in teams, facilitating multiple ways of thinking.
- Reflect on the role of constraints in creativity, and work effectively with constraints in a real world business setting.
- Service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.
- Use basic storytelling skills in a business context.
- Creativity Tools and Methods for individual and groups; Creative Thinking in Business; Actions that support creative thinking, Scenario building; Holistic, Vertical and Horizontal thinking.
- Disruptive Innovation model – Segmentive Models – New market disruption.
- Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry.

- Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation

Reference Text Books:

1. The Seven Habits of Highly Effective People, by Stephen R. Covey
2. Ten Faces of Innovation, by Tom Kelley
3. The art of Innovation, by Tom Kelley
and the Deep Dive story 4.Five
Dysfunctions of a Team, by Patrick
M. Lencioni
4. The Five Temptations of a CEO: A Leadership Fable, by Patrick M. Lencioni.
5. Strategies for Creative Problem Solving, by H. S. Fogler and S.E. LeBlanc,
Prentice Hall,
6. 1995.
7. Creative Problem Solving, E. Lumsdaine and M. Lumsdaine, McGraw Hill,
1995.
8. The Art of Innovation, by T. Kelley.
9. The Ten Faces of Innovation, by T. Kelley.
10. JoneCeserani, Peter Greatwood- Innovation and Creativity,
Crest Publishing House, New Delhi.
11. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
12. 5. Margaret,A. White & Gary D. Bruton- The Management of
Technology Innovation- A Strategic Approach.
13. Joe Tidd and John Besant, Managing Innovation, John Wiley and Sons.
14. Allan Afuah, Innovation Management: Strategies,
Implementation and Profits, Oxford University Press.
15. ShlomoMaital and D V R Seshadri, Innovation Management:
Strategies, Concepts and Tools for Growth and Profit, Response
Books.
16. J E Ettlle, Managing Technology Innovation, John Wiley and Sons.
17. C Christensen, The Innovator's Dilemma, Harvard Business School.
18. Peter F. Drucker, Innovation and Entrepreneurship, Drucker
series,Butterworth- Heinemann Publications(2006).
19. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation:
Integrating Technological, Market and Organizational Change,
Wiley (3rd Edition (Paperback)
20. Edward De Bono, Serious Creativity, Indus Publishers.
21. Peter F. Drucker, Innovation and Entrepreneurship: Practice and
Principles, Harper Collins. 22. C.K. Prahalad and M.S. Krishnan,
The New Age of Innovation: Driving Cocreated Value Through
Global Networks, McGraw Hill (2008).
22. Tony Davila, Marc J. Epstein, and Robert Shelton, Making
Innovation Work: How to Manage It, Measure It, and Profit from
It, Wharton School Publication (2005).

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 401: INTERNATIONAL BUSINESS (4L+1P+1T)

Subject Code	MBA 401	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester (13 weeks/91 days)	72		

Course Objectives:

- To enable the students learn nature, scope and structure of international business, understand the influence of various environmental factors on international business operations, trade and investment, international financial management and marketing avenues, corporate governance, social responsibility and business ethical issues of MNCs.
- To provide students with an exposure to many of the essential elements of international business in today's global system.
- To familiarize the differences between domestic and international business focusing on International business management, strategy, marketing, globalization, and trade theories of business.

Course Outcomes:

By the end of the course, students will be able to

CO1: Explain Global Business Environment

CO2: Determine the role of International monetary system

CO3: Examine the implications of international trade & investment theories that hold for business practice.

CO4: Interpret the basic decisions of entry into international business

UNIT-I

International Business: An overview, Elements of International Business, Types of International Business – International Business Environment – Globalization: Forces, Meaning – The External Environment: National Differences in Economic, Political, PSage of cultural, and Technological Environment – Ethics in International Business.

UNIT-II

Global Trade and Investment Environment: International Trade Theories, Investment Theories – Political Economy of International Trade – Barriers to Trade – Regional Economic Integration – Trading Blocks – Foreign Direct Investment – WTO.

UNIT-III

Global Monetary System: International Monetary System – Foreign Exchange Market – Global Capital Market - Balance of Payments Problems – Macro Economic Management – Role of IMF.

UNIT-IV

Strategy and Structure of International Business: Strategy of International Business - Country Selection – Market Entry Strategies and Strategic Alliances – Organization Structures of International Business.

UNIT-V

International Business Operations: Export and Import Management – Government Support - Global Production – Out sourcing, and logistics – Global Marketing and R&D – Global Human Resource Management –Accounting in the International Business – Financial Management in International Business – Export Financing.

Case Study (Not Exceeding 300 words) Practical Component:

Conduct group project: The Group project is an analysis of a country, multinational firm or theory discussed in class. The topic is left for the group to decide and must be done in groups of 3-4.

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

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

Analyzing Mission and Vision statements of a few companies and comparing them.

Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.

Analyze the news items to understand and write down the company's strategy and execution efficiency.

Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market? Analyze the internal and external factors.

Map out GE 9-cell matrix and BCG matrix for some companies and compare them.

Conduct SWOT analysis of your institution and validate it by discussing.

REFERENCE BOOKS:

1. Francis Cherunilam, International Business, Prentice Hall of India private Ltd.
2. John D.Daniels& Lee H. Radebaugh., International Business, Pearson Education.
3. VyuptakeshSharam, International Business, Pearson Education.
4. Bhattacharya, International Business, Excel Books.
5. K.Awathappa, International Business, Tata McGraw Hill.
6. Sundarmos Black., International Business Environment, Prentice Hall of India.
7. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
8. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
9. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.
10. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
11. Hill, Charles W. L., International Business, McGraw Hill, New York

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 402: E- BUSINESS (4L+1P+1T)

Subject Code	MBA 402	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

- To know the e- business concepts and it's different from e-commerce.
- To familiarize how e- business concepts are applied to different fields,

Course Outcomes:

CO1: Demonstrate the concepts of e-Commerce and e-Business

CO2: Explain E-Payments & ECRM

CO3: Analyze case studies of successful e-business stories

CO4: Design a new online business idea

Unit-I

Emergence of e-Commerce – Traditional vs. E-Commerce - Internet and World Wide Web- Business Models for e-Commerce-B2C, B2B, C2C & C2B, Merits and Limitations

Unit-II

Technologies of the World Wide Web- Internet client-server application-Telnet, PTP, IRC, Chat, ICQ & MIME, Networks, web site-Website goals & Objectives Strategies for website Development.

Unit-III

E-Marketing- Traditional Marketing, Online Marketing- Advantages of online Marketing - Advertisements in E-commerce- various means of advertising- advertisement strategies.

Unit-IV

CRM-Traditional methods-Technology support-E-CRM-Customer Life Cycle- CRM Capabilities and Customer Life Cycle-Data Mining in CRM - e-Supply Chain- Old ways of Managing supply and information flow-new ways of managing supply chain- several ways to reduce inventory- Real time benefits of e-Supply Chain.

Unit-V

E-Commerce Payment Systems-Electronic Payments with Protocols- Security schemes- Electronic Fund Transfer and Debit Cards-E-Cash, Properties of E-Cash-E-Cash in Action- Operational Risk and E-Cash-Legal issues- E-Cheque- Risk and E-Payments Systems- Cashless Economy.

References

1. E-Commerce An Indian Perspective, PT Joseph SJ Prentice Hall of India (3rd).
2. E-Commerce, A Management Perspective—Efraim Turban, Joe Lee, David Kind-H Michael Chung, Pearson Education Asia- (Third)
3. Pandey US & Shukla Er.S., E-Commerce & M- Commerce Technology, S. Chand & Company New Delhi
4. Gary P. Schneider, E-Commerce Strategy Technology & Implementation, Cengage Learning, New Delhi-2009
5. Trepper, E-Commerce Strategies, Prentice Hall of India, New Delhi. 2006 6. Jonathan Reynolds, E-Business A Management Perspective, Oxford University Press.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 403MKT: STRATEGIC MARKETING (4L+1P+1T)

Subject Code	MBA 403 MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

- To instill knowledge and understanding of the marketing function of an organization and its interconnectedness with other functions and its impact as a way of doing business on the evolution of corporate strategy.
- To familiarize the relationship between consumer behaviors and strategic marketing practices, analyze strategic marketing concepts, and analyze the factors that make marketing a key strategic element in organizational performance.

Course Outcomes:

By the end of the course, students will be able to

- Explain key principles of strategic marketing
- Develop strategic marketing plans
- Evaluate an organization's strategic approach towards marketing
- Analyze situations and make strategic marketing decisions

UNIT-I

Introduction and Overview: Fundamentals of Strategic Marketing – Business Strategy and its Relationship with Strategic Marketing – Objectives & Basic Concepts of Strategic Marketing Management – Creating an Effective Marketing Plan and Decision Making Process – Strategic marketing planning in the Contemporary Environment – Components of a Strategic Marketing Plan – Use of Market Research for Marketing Strategy Decisions.

UNIT-II

Analytical Approaches to Strategic Marketing: Organization for Marketing – Strategy Environment & Competitive Analysis- Strategic Analysis (SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing – Strategic options: Value, Focus, Innovation and Customer Page 110 of 162 Relationships –

Strategic Positioning, Position Options, Development and Selection of a Strategic Position.

UNIT-III

Marketing Strategy Formulation: Developing Competitive Marketing Strategies: Role of Marketing Mix – Diversification Strategies (related and unrelated diversification, synergy, entry strategies) – Strategies for Growth Markets (Penetration, Product-Market Expansion, Vertical Integration and the Big Idea – Strategies for Mature, Declining and Hostile Markets

(creating growth, right strategy, milk or harvest, divestment or liquidation) – Turnaround

Strategies – Strategies for New Economies – Competitive Positioning Strategies: Competitive Advantage through Innovation and Managing Customer Relationships – Global Marketing Strategies.

UNIT-IV

Marketing Strategy Implementation: A Framework for Going to Market – Prerequisites for Effective Implementation – Constraints in Marketing Strategy Implementation – Organizational Issues – Channel Tactics, New Product Development best Practices – Integration of Marketing Strategies and their Application to Different Business Sectors: FMCG, Industrial, & Services.

UNIT-V

Marketing Strategy Evaluation and Control: Measurement of Marketing Performance and its feedback to next year's Marketing Strategy Formulation – Types of Control – Strategic Marketing Audit & Scope – Corrective Measures.

Case Study (Not Exceeding 300 words) Practical Component:

- Students will undertake a strategic marketing project. The project will address an existing strategic marketing problem from an organizational/commercial partner to provide a valuable practical situation in which the strategic marketing theory can be applied to practice.
- Students will conduct critical evaluation of the strategic value of marketing planning in domestic and multinational company of their choice.
- Students will form into groups consist of 3-5 students to evaluate applications of strategic marketing concepts in domestic and international companies of their choice.
- Each student is responsible for developing a case based upon a marketing related problem from work or from an organization in which you have a particular interest. This assignment must specifically address issues and analytical tools discussed during the semester or covered in your text.

REFERENCE BOOKS:

1. Carol H. Anderson : Strategic Marketing, Houghton Mifflin Harcourt Page 111 of 162
2. D. W. Cravens & N. F. Piercy : Strategic Marketing, McGraw Hill/Irwin
3. O.C. Ferrell, Michael D. Hartline:Strategic Marketing, South-Western Cengage
4. Boyod Wilker, Mullins Larrech : Marketing Strategy, McGraw Hill
5. Colin, David J. : Strategic Marketing Management; Planning, Implementation & Control: Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann
6. Aaker, David : Strategic Marketing, Wiley-India
7. George S. : Market Driven Strategy Day; Process of Creating Value, Free Press
8. J. P. Gultinan, G. W. Paul, T. J. Madden : Marketing Management Strategies and Programs, McGraw-Hill Companies
9. Jain, Subhash : Marketing; Planning and Strategy, South-Western College Publishers
10. Kerin Roger, Peterson Robert : Strategic Marketing Management, Allyn and Bacon
11. P. Baines, R. Brennan & P Garneau :Contemporary Strategic Marketing, Palgrave

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 403 HRM: HUMAN RESOURCE DEVELOPMENT (4L+1P+1T)

Subject Code	MBA 403 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development.

This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

Course Outcomes

- CO1: Understand the concepts, techniques and practices of human resource development.
- CO2: Demonstrate Coaching, Counseling & Mentoring Skills
- CO3: Design Management Development Programmers
- CO4: Analyze HRD Audit

UNIT-I

Human Resource Development: Concepts, Goals, Importance, Challenges of HRD – Macro and Micro Perspectives of HRD - HRD Climate and Culture – HRD Process – HRD Approaches for Coping with Organizational Changes – HRD Departments and their Tasks – HRD as A Profession – Duties and Responsibilities of HRD Manager – Present Status of HRD in India – HRD Matrix.

UNIT-II

Interventions of Human Resource Development: Behavioral Factors in HRD – Performance Management, Performance Appraisal, Potential Appraisal, Coaching, Counseling and Mentoring, Career Planning and Development – Organizational Development Process – Organizational Development Interventions: Concept and Role of HRD Interventions –TQM and HRD Strategies.

UNIT-III

Training and Development: Need for Training, Concept of Learning and Learning Principles, Training Process, Training Need Analysis, Training Methods, and Evaluation of Training Methods – HRD and Employee

Engagement – Management Development: Concept, Meaning, Importance and Scope of Management Development.

UNIT-IV

HRD in Practice: HRD in Strategic Organizations – HRD Experiences in Indian Public and Private Sector Industries – HRD in Government and Service Sectors – HRD in Voluntary Organizations – Global Developments and Implications for HRD in India.

UNIT V

HRD Audit & Research: HRD Audit: Concept and Objectives of HRD Audit, Methodology, Preparation of HRD Audit, HRD Score Card, HRD Audit Failures – Current Status of HRD Audit in India- Future of HRD – Research on HRD.

Case Study (Not Exceeding 300 words)

Practical Component

- Ask the students to list the human resource development needs for the 21st century.
- Ask students to evaluate their understanding of each topic by conducting group discussions and presentations. Presentation by students on application of HRD program design

References

- Nadler Leonard., Corporate Human Resource Development, Van Nostrand, Rinhold / ASTD.
- TV.Rao., Human Resource Development Audit, Sage Publications.
- Werner J. M., DeSimone, R.L., Human resource development, South Western.
- Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
- Mankin, D., Human resource development, Oxford University Press India.
- Haldar, U. K., Human resource development, Oxford University Press India.
- Rao, T.V., Future of HRD, Macmillan Publishers India.
- Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
- Rao, T.V., Hurconomics for talent management: Making the HRD missionary businessdriven, Pearson Education.
- Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
IV SEMESTER
MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 403 FIN: Financial Services & Risk Management (4L+1P+1T)

Subject Code	MBA 403 FIN	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

The objectives of this course is to make the students to gain insights about Financial Risk Management, and measures to reduce risks, which were identified in advance

Course Outcomes:

At the end of the course, the students will be able to learn about various Financial Services, Credit Rating and its methods, and integrated risk management

Unit – I

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.

Unit –II

Venture Capital – Growth of Venture Capital in India – Financing Pattern Under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Leasing – Types of Leases – Evaluation of Leasing - Lease Vs. Borrowing.

Credit Rating – Meaning, Functions - Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting –Types of Factoring - Arrangements- Factoring in Indian Context.

Unit – III

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-IV

Introduction to Risks: Financial Risk: An Overview, Evolution, and the Environment-Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity)–Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.

Unit-V

Integrated Risk Management framework: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting – Issue of Governance Ratings and Risk in Institutions, the Role of Risk Management Offices (front,

middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, Stop Loss and Var based Limits, Establishing Trading Limits.

Case Study (Not Exceeding 300 words)

Page **122** of

References:

1. I.M. Bhole, Financial Institutions and market, Tata McGraw Hill.
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai.
3. Vasant Desai, Indian financial system, Himalaya Publisher.
4. Benton E.G., Financial Intermediaries An introduction.
5. Edminister R. D, Financial Institution, Markets and Management
6. Cristoffersen, P.F. (2003), Elements of Financial Risk Management, Academic Press,London
7. Hull, John C. (2015), Risk Management and Financial Institutions (4th edition), Pearson
8. Duffie, Darrell and Kenneth J. Singleton (2003): Credit Risk, Princeton UP
5. Jorion,Philippe (2011): Financial Risk Manager Handbook, Wiley
9. McNeil, Alexander, Rüdiger Frey, and Paul Embrechts (2005): Quantitative RiskManagement – Concepts, Techniques and Tools, Princeton UP

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 404 FIN: Financial Derivatives (4L+1P+1T)

Subject Code	MBA 404 FIN	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

The objective of the course is to know about Financial Derivatives, and different types of financial options available to boost the economy.

Course Outcomes:

CO1: Demonstrate different types of derivate instruments in India.

CO2: Explain the mechanism of forward & futures contracts

CO3: Analyze the option pricing models

CO4: Discuss different types of swaps

Unit I

An overview of Financial Derivatives – Types of trades and traders - types of and purpose of derivatives – uses of derivatives.

Unit II

Options – Basic principles – Option strategies – Option spreads.

Unit III

Option Pricing: Black- Scholes - Option pricing model – Binominal option pricing model –

Option greeks.

Unit IV

Forwards and Futures – Futures Exchanges – Market participants – Clearing house and margins – Futures pricing - Stock Index futures.

Unit V

Financial Swaps: Interest rate swaps – Currency swaps – Swap Pricing.

(Case study compulsory)

Reference Books

- David A. Dufofsky and Thomas W. Miller: **Derivatives**, Oxford.
- John C. Hull: **Options, Futures and other Derivatives**, Prentice Hall of India, New Delhi.
- N DVohra and B R Bagri, **Futures and Options**, McGraw Hill
- Robert .A. Strong, **Derivatives**, Cengage.
- Don M. Chance and Robert Brooks: **Derivatives and Risk Management Basics**, Cengage.
- Jayanth Rama Varma, **Derivatives and Risk Management**, McGraw Hill. 7 .BishnuPriya Mishra, **Financial Derivatives**, Excel Books, New Delhi.
- Franklin Edwards and Cindy Ma, **Futures and Options**, Tata McGraw Hill, NewDelhi.
- Redhead, Financial Derivatives, **An Introduction to Futures, Forwards, Options**, Prentice Hall of India, New Delhi
- Bhalla, V.K, **Financial Derivatives**, Sultan Chand, New Delhi.
- Satyanarayana Chary.T, **Financial Derivatives**, Excel Books, New Delhi.
- Gupta S L., **Financial Derivatives: Theory, Concepts and Problems**, Prentice Hall of India, New Delhi. Kumar S.S, Financial Derivatives, Prentice Hall of India, New Delhi

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
IV SEMESTER
MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 404 HRM: Strategic HRM (4L+1P+1T)

Subject Code	MBA 404 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

The purpose of this course is to understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors.

Course Outcomes:

At the end of the course, the students will learn about SHRM Framework, managerial issues in strategic planning, strategy implementation in HR, and cross cultural training.

UNIT-I

SHRM Framework :SHRM: Meaning, Nature and Scope of SHRM – Strategic Framework for HRM– Process of Strategic HRM – Corporate Strategy and SHRM – SHRM Approaches– Business Strategy and Organizational Capability – Developing SHRM Plans and Strategies – Strategic HR Planning – Acquisition and Development.

UNIT-II

Strategy Formulation: Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

UNIT-III

HR Strategy Implementation: Human Aspects of Strategy Implementation: Behavioral Issues in Strategy Implementation, Matching Culture with Strategy – Leadership, Power and Politics, Employee Morale – Personal Values and Business Ethics – Retrenchment Strategies: Downsizing, Voluntary Retirement Schemes (VRS), HR Outsourcing, Early Retirement Plans, and Project Based Employment.

UNIT-IV

Recruitment and Retention Strategies: Online Recruitment, Employee Referrals, Recruitment Process Outsourcing, Head Hunting, Executive Education, Flexi Timing- Telecommuting – Work– life Balance Practices – Employee Empowerment –Employee Involvement – Autonomous Work Teams – Training, Development and Performance Strategies: Creating a Learning Organization, Competency Mapping, Multi-Skilling Succession Planning, Cross Cultural Training.

UNIT-V

HR Strategy Evaluation: HR evaluation process – Overview– Scope – Strategic Impact – Level of Analysis – Criteria – Level of Constituents – Ethical Dimensions – Approaches to Evaluation - Balanced score card perspective – Bench marking – Evaluating Strategic Contribution of Traditional areas such as selection, Training, Compensation – Evaluating

Strategic Contribution in Emerging areas such as Management of Diversity and Quality Readiness.

Case Study (Not Exceeding 300 words)

Practical Component:

- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Consider some groups like Tata's, Birla's, Infosys etc – what is their HR strategy.
- Hold a debate in the classroom about downsizing the workforce.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.

Reference Text Books:

1. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
2. Jeffrey A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt.Ltd., New Delhi, 2008.
3. Monica. Belcourt and Kenneth J. McBey, Strategic Human Resource Planning (Second Edition), Cengage Learning India Pvt. Ltd. New Delhi, 2008.
4. R. Srinivasan, Strategic Management – The Indian Context, Prentice Hall of India Pvt.Ltd., New Delhi, 2002.
5. R. Venugopal, Contemporary Strategic Management, Vikas Publishing House Pvt.Ltd., 2000.
6. Richard Regis, Strategic Human Resource Management and Development, Excel Books, New Delhi, 2008.
7. Jeffrey A Mello, Strategic Human Resource Management, Thomson, Singapore, Southwestern.
8. Randy L. Desimone, Jon M. Werner, David M. Marris, Human Resource Development, Thomson Southwestern.
9. Robert L. Mathis and John H. Jackson, Human Resource Management, Thomson Southwestern.
10. Srinivas Kandula, Human Resource Management in Practice, Prentice Hall of India, New Delhi.
11. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
12. Nadler, Competing by Design, Oxford University Press.
13. Charles R. Greer, Strategic Human Resource Management, Pearson Education.
14. Freed R. David, Strategic Management, Prentice Hall of India.
15. Michael Armstrong, Strategic Human Resource Management, Koga Paye.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)

IV SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 404MKT: SALES AND DISTRIBUTION MANAGEMENT (4L+1P+1T)

Subject Code	MBA 404 MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

The aim is to prepare students to manage sales and channel teams for different types of selling, with the purpose of enhancing value based output and productivity.

Learning Outcomes:

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

- Understand the concept of sales and distribution management and their interrelationship.
- Explain role and responsibility of sales personnel, and essential selling skills.
- Understand the concept and effect of sales organization and sales effort.
- Explain the skills and methods required for sales force management.
- Understand the Management of Marketing Channels.
- Explore the concept and theories of rural distribution.
- Explain the concept of retailing.
- Understand the process of marketing logistics.

UNIT-I

Sales Management: Concept, Nature and Scope, Objectives and Functions –Interface of Sales with different functions – Theories of Selling – Organization Framework of the Field Sales Force – Types and Methods – Field Sales Manager: Tasks and Responsibilities, Relation with Salesman, and Relationship with Top Management – Coordinating and Controlling the Marketing Mix –Trends and Challenges – Selling Through Different Media.

UNIT-II

Sales Forecasting & Operations: Methods and Procedural Steps in Forecasting – Prospecting for Customers – Modes of Sales Presentation – Designing and Delivering of Sales Presentation — Sales Budgeting – Allocation of Field Sales Resources – Design Sales Territories – Sales Quota – Control of Sales – Sales Meeting.

UNIT-III

Sales force Management: Planning Manpower Requirements – Recruiting and Selecting Sales Personnel – Methods and Administering Selection Procedures – Developing Sales Training Programs, Executing and Evaluating Sales Training Programs, Motivating Sales Personnel, Compensating Sales Personnel – Designing and Administering Various Compensation Plans, Controlling Sales Personnel and Managing, Sales Evaluation Programs, Comparing Standards with Actual Performances of Sales Personnel – Sales Audit and Analysis.

UNIT-IV

Distribution Management: Role of Distribution in Marketing Mix – An Overview of Marketing Channels – Structure, Functions, and Relationships of Channels of Distribution – Channel Planning and organizational Patterns in Marketing Channels – Channel Process and Channel Management Decisions – Channel Intermediaries: Role and Types –

Wholesaling: Types of Wholesalers, and Wholesaler marketing decisions –
Retailing: Types of Retailers, and Retailer Marketing Decisions – Channel
Dynamics and Conflicts.

UNIT-V

Market Logistics & Supply Chain: Logistics Objectives, Market Logistics
Decisions for Distribution Channels – Transport and Handling: Economic of
Transportation – Modes of Transport, Organizing Transport Facilities –
Supply Chain Operations – New Developments in Supply Chain
Management.

Case Study (Not Exceeding 300 words) Practical Component:

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

REFERENCE BOOKS:

1. Krishna K. Havaladar & Vasant M Cavale : Sales & Distribution Management: Text & Cases, Tata McGraw Hill.
2. Still, Cundiff and Govani , Sales Management - Decisions, Strategies and Cases, Prentice Hall.
3. Gupta S.L., Sales & Distribution Management (Text and Cases), Excel Books, New Delhi.
4. Anderson. R. Professional Sales Management: Englewood Cliffs, New

Jersey, PrenticeHall Inc.

5. Buskirk, R.H. and Stanton. W.J., Management of Sales Force, Homewood Illinois, Rochard D. Irwin.

6. Dalrymple, D.J., Sales Management: Concepts and Cases, New York, John Wiley.

7. Johnson. E. M., Sales Management: Concepts, Practices and Cases, New York. McGrawHill. 8. Stanton, William J etc., Management of Sales Force, Chicago, Irwin

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 405 HRM: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(4L+1P+1T)

Subject Code	MBA 405 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course objectives

- The purpose of this course is that the students should gain an understanding on International HRM,
- To know basics of IHRM, Functional Aspects of IHRM, IHRM Practices in Selected Countries, and Special Issues in IHRM.

Course Outcomes

- CO1: Demonstrate the basic concepts of IHRM
- CO2: Examine specific issues in IHRM
- CO3: Identify the HR challenges faced by MNCs
- CO4: Analyse IHRM practices in selected countries

UNIT-I

Basics of IHRM: Definition, Nature, Importance, Objectives & Problems of IHRM, Difference between IHRM and Domestic HRM - Growing interest in IHRM -Three Dimensions of IHRM activities-Cultural issues in IHRM.

UNIT-II

Recruitment, Selection, Staffing and Training in International context: Issues in International Selections, International Staffing Policies, Advantages & Disadvantages of Staffing Policies, Expatriate Selection-Expatriate Failures & Reasons – Need & Importance of Expatriate Training, Cultural Awareness Programs, Current scenario in international training and development.

UNIT-III

International Compensation, Performance Management & Labour Relations: Objectives and Key components of an International compensation program, Approaches to International compensation, Performance Management of Expatriates- International Labour Relations, Key issues in International Labour Relations.

UNIT-IV

IHRM Practices in Selected Countries: HRM practices in different countries- Japan, America, Britain, Germany, China and India.

UNIT-V

Special Issues in IHRM: Information Technology and International HRM, Human Resource Outsourcing, Women Expatriates and their problems, Ethics in IHRM, Future challenges in IHRM.

Case Study (Not Exceeding 300 words) Practical Component:

- Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Give a MNC recruitment case and ask the students to design and present a recruitment strategy.
- Debate on the challenges involved in measuring performance of employees in multinational context.
- Give a case and role play it, to negotiate the compensation of a software engineer to be posted from Bangalore to Seattle.
- Debate the Visa policy of India for hiring foreign workers.

Reference Books:

- K Aswathappa, Sadhna Dash-- International Human Resource Management Text and Cases -Tata McGraw Hill Publishing Company Ltd.
- S.P.S. Bedi ,Minakshi Kishore- - Global Human Resource –Wisdom Publications, Delhi. 3.R.V.Badi& S.G. Hundekar - International Human Resource Management – Vrinda Publications, Delhi.
- P. Subba Rao - International Human Resource Management Himalaya Publishing House.
- Peter J. Dowling - International Human Resource Management Denice E. Welch 4th Edition, Thomson Learning USA.
- Dr. NilanjamSengupta- International Human Resource Management Excel Books, New Delhi.
- SujataMangalai - Globalization and Human Resource Management Excel Books.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 405 MKT: RETAIL MANAGEMENT (4L+1P+1T)

Subject Code	MBA 405 MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

- To know the contemporary retail management, issues, strategies and trends in retailing.
- To acclimatize with the insights of retailing, key activities and relationships.
- To highlight the significance of retailing and its role in the success of modern businesses.

Course Outcomes

By the end of the course, students will be able to

CO1: Understand the contemporary retail management, issues, strategies and trends in Retailing

CO2: Examine the role of retailing in the success of modern business

CO3: Acclimatize with the insights of retailing, key activities and relationships.

CO4: Observe the merchandising planning in retail outlets and to make a small report.

UNIT-I

Introduction to Retailing: Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Indian & Global Retailing – Theories of Retail Development – Retail organization Structure – Types of Retailing: Store Based and Non-store Based Retailing – Retail Customers and Consumers – Changing Trends of Consumerism and Consumer Buying Behavior Retail Consumer Purchase Decision Making Process – Concepts of Cross-shopping, and Cross buying Behavior – Opportunities and Challenges of Retailing in India – Innovative Business Models in Indian Retailing: e-tailing.

UNIT-II

Retail Market Strategy: Concept, Definition, and Need for Retail Market Strategy – Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process – Retail Growth Strategies: Opportunities and Challenges for Domestic and International Expansion – Retail Location: Concept, Types, and Importance of Retail Location – Retail Location

Theories – Retail Location Process – Retail Location and Retail Strategy – Retail Site Selection: Local, Legal, and Market Potential Considerations.

UNIT-III

Retail Management: Concept, Scope and Process of Retail of Management – Retail HRM: Policies, Practices, and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals – Strategic Profit Model – Financial Performance Assessment in Retailing – Retail Merchandising: Process of Merchandise Planning, and Methods of Merchandise Procurement – Category Management – Emergence of Private Labels (Store Brands).

UNIT-IV

Retail Pricing & Promotion: Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – In-store Price promotions – Retail Communication Budget: Process and Methods of Budgeting – Emergence of Multichannel Retailing: Issues and Challenges – Integrate Controlling Retail Strategy.

UNIT-V

Store Management: Concept, Scope and Importance of Store Management – Store Layout, Design, Atmospherics, and Visual Merchandising – Retail Customer Service: Managing Service Quality, Complaint Handling, and Service Recovery Strategies – Customer Relationship Management: CRM Process and CRM Programs – Retail Customer Satisfaction, Loyalty, and Retention Strategies – CRM Measurements: Customer Life Time Value and Customer Equity – Retail Information System – Supply Chain Management in Retailing – Ethical Issues in Retailing – Retail Audit – Retailing Research in India.

Case Study (Not Exceeding 300 words)

Practical Component:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure

towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report. **Reference Reference Books:**

1. Levy&Weitz, Retailing Management, TMH.
2. Swapna Pradhan, Retailing Management Texts & Cases, McGraw Hill Companies.
3. A.J.Lamba, The art of Retailing, TMH.
4. Andrew J Newmann&Petescullen, Retailing Management, Thomson Learning.
5. Barry Berman Joel &R Evans, Retailing Management-A Strategic Approach, Pearson Education.
6. Gilbert, Retail Marketing Management, Pearson Education.
7. Chetan Bajaj, RajnishTuli and Srivatsva, Retail Management, Oxford University Press. 8.Suja Nair, Retail Management, Himalaya Publisher.
- Lecy, M., B.A. Weitz, and Ajay Pundit., Retailing Management, The McGraw-HillCompanies.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 405 FIN: International Financial Management (4L+1P+1T)

Subject Code	MBA 405 FIN	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

- To create awareness among the students about the importance of international financial management, international financial markets, management of exposure, international capital budgeting, international portfolio management and international working capital management. Learning outcomes:
- The student would be able to understand financial management at international scenario and also about various hedging options to manage the exposure.

Course Outcomes

CO1: Demonstrate the importance of international financial management

CO2: Determine International monetary system and exposure management

CO3: Evaluate the techniques of capital budgeting, capital structure and Working capital of an MNC

CO4: Explain International accounting procedures and taxation policies

UNIT-I

Multinational Corporations: Features of MNCs, Motives for Going Global, Factors Inhibiting MNCs to Maximize Profits, Complexities and Issues in Financial Decisions of a Multinational Firm – Financial Management Versus International Financial Management – IFM: Features, Objectives, and Importance of IFM.

UNIT-II

International Monetary System: Gold Standard, Interwar Period, Bretton Woods System, Fixed and Floating Exchange Rate System – Foreign Exchange Market: Features and Functions – Exchange Rate: Determination of Exchange Rate – Spot and Forward Rates – International Parity Conditions: Purchasing Power Parity, Forward Rate Parity and Interest Rate Parity – Fisher Open Condition – Exchange Rate Movement and Decision to Invest – Global Financial Markets: International Banks, Euro Currency

Market, Euro Bond Market, International Stock Market, and Global Equity Market.

UNIT-III

Management of Exposure: Economic, Transaction, Translation, and Real Operating Exposure Management Contractual and Natural Hedging – Interest Rate Risk Assessment and Management – International Capital Budgeting: Multinational Considerations and Calculation of Cash Flows, and Adjusted Present Value Approach.

UNIT-IV

International Portfolio Management: Decision to Invest in Portfolio, International CAPM, and Identification of Optimum Portfolio – International Project Financing: Concepts, Types, Techniques, and Key Elements – Cost Capital and Capital Structure of Multinational Firms long term Financing Sources of MNCs.

UNIT- V

International Working Capital Management: Cash Management, Receivables management – Short-term Financing – International Accounting: Foreign Currency Translation, Multinational Transfer Pricing and Performance Measurement – Consolidated Financial Reporting International Accounting Standards and Practices – International Taxation: Key elements and Issues, International Tax Environment, Bilateral Treaties, and Tax Heavens – Dividend Policy for Multinational Corporations: Issues, Challenges, and Dividend.

Case Study (Not Exceeding 300 words)

Practical Component

- Students should study the documentation in international finance (For example, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).
- Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.
- Students should take up one country such as India and look up its BOPs, Foreign Exchange Rates, Theories of Exchange Rate Determination, Management of Foreign Exchange Exposure, and Exchange Rate Forecasting.

REFERENCE BOOKS

- S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India.
- V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
- A.K.Seth, International Financial Management, Galgothia Publishing Company.
- P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
- Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol.
- V.A.Avadhani, International Financial Management, Himalaya Publishing House.
- Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol.
- Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India
- Jain, International Financial Management, MacMillan.
- Thomas J.O' Brien, International Financial Economics, Oxford.

- Alan C, Shapiro, Multinational Business Financial Management, Wiley India.
Jeff Madura, International Corporate Finance, Cengage.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)

IV SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 406 FIN: Corporate Taxation (4L+1P+1T)

Subject Code	MBA 406 FIN	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

The objectives of this course are: to introduce about taxation; to know about taxation in different countries; taxable income; tax administration.

Course Outcomes:

At the end of the course, the students will be able to learn about Capital Gains, computation of Taxable income, minimum alternative tax, e-filing of returns, search cases, and refund of tax.

Unit-I

Tax Provisions of Companies: Income from Business or Profession,
Tax Provisions for certain types of businesses.

Unit-II

Tax Provisions of Companies: Capital Gains, Income from Other Sources
- Tax Provisions for Off shore and Special Tax Zones.

Unit-III

Computation of Taxable Income: Computation of Gross Total Income -
Deductions - Carry-forward and set-off of losses - Minimum Alternative
Tax (MAT).

Unit-IV

Filing of Return and Assessment: Procedure for Filing Returns, e-Filing,
Assessment, Reassessment and Settlement of Cases, Special Procedure
for Assessment of Search Cases.

Unit-V
Tax Authorities and Administration: Powers and Duties – Appeals and
Revisions - Tax Administration - Collection of Tax at Source –
Advance payment of Tax – Recovery and Refund of Tax – Penalties,
Offences and Prosecution.

Case Study Compulsory

References:

1. T.S.Reddy & Y.Hari Prasad Reddy, Income Tax Theory, Law and

Practice, Margham Publications, Chennai.

2. Vinod K Singhanian, Students' Guide to Income Tax, Taxman Publication.

3. R. Bupathy, A study on Income Tax & CST, Prime Knowledge Series, Chennai.

4. Mehrotra & Sr. Goyal, Income tax Law and Accounts, Sahitya Bhavan Publication

5. Vinod. K. Singhanian; Direct Taxes – Law and Practice, Taxman Publications

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 406 HRM: STRESS MANAGEMENT

Subject Code	MBA 406 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

To understand the physiological systems that are affected by stressors and the long-term effects and illnesses that can result from stressors, to understand the specific applications of stress as it relates to the workplace and different target groups; to create effective stress management plans for individual clients and for workplace environments, and to enhancing significance of training and development, performance evaluation Purpose: Purpose of this course examines different sources from where individuals experience a stress response. Through diligent individual and group study, students will be able to learn to apply stress management principles in order to achieve high levels of performance and understand the role of relationships to the management of stress and health.

Course Outcomes:

At the end of the semester the student will be able

- Understand the overview of stress.
- Learn about strategies for coping stress.
- Understand about types of conflict and conflict management.
- Learn about stress related disorders and treatment methods.
- Understand about stress management techniques.

UNIT-I

Introduction to Stress: Nature, Meaning – Symptoms – Work Related Stress – Individual Stress – Reducing Stress – Sources of Stress –Consequence of Stress Burnout – Symptoms of Burnout – Stress Vs Burnout-Model of Stress-Strategies for Coping Stress (individual and organizational strategies)

UNIT-II

Frustration, Meaning of Frustration, Causes of Frustration, Some General Frustration of Our Culture, Conflict, Meaning of Conflict, Types of Conflict, General Conflict of Our Society, Pressure, Meaning of Pressure, Causes of Pressure, General Pressure of Our Society.

UNIT -III

Stress Framework-Sources of Managerial Stress, Stress and Thought Processes - Learning, Stress and Personality - Behavioral and Situational Modifiers, Stress and Motivation, Managerial Implications of Stress-Leadership Styles in Stressful and Non-Stressful Situations,

Decision Making under Stress.

UNIT-IV

Stress-related Disorders and Treatment Methods: Cardiovascular, Gastrointestinal and–convulsion, Pain and hypochondriacs, Eating disorders – Anorexia nervosa, Bulimia Nervosa, obesity Substance use related disorder.

UNIT-V

Stress Management Techniques: Coping with Resources and Processes — Assertiveness Training, Stress and Social Support, Group Processes and Changing Values for Understanding and Coping with Stress, Behavioral techniques for stress control, Behavioral assignments, Risk taking, Shame Attaching, Relaxation techniques, Techniques of Relaxation, Yoga, Vipasyana.

Case Study (Not

exceeding 300 words) Practical

Components:

- Ask students to visit different business organizations in their locality or region to identify the factors causing stress to employees/ workers.
- Ask students to analyze various coping mechanism practiced by different business organizations and develop innovative coping mechanisms.
- Students are formed into groups (6-8) to develop case study on stress management mechanism followed in their region.

Reference Text Books:

1. Patel ,M.K. and Other Authors, (2006), 1stEd.“ Stress, Emotions, Coping and Health”, Saurashtra University, Rajkot .
2. Patel ,S.T.and Other Authors, (1992), 1stEd.“ Psychology and Effective Behaviour”,Liberty Publication , Ahmedabad.
3. Shah ,K.N.(2001), 1stEd.“ Psychology and Effective Behaviour”,University Book Production Bord, Ahmedabad.
4. Shah, D. R.and Other Authors, (2008 -9). 5thEd, “ Psychology and Effective Behaviour”, C. Jamnadas Co. Ahmedabad.
5. Jerrold Greenberg: Comprehensive Stress Management, McGraw-Hill
6. V. J. Sutherland & C. L. Cooper: Strategic Stress Management
7. Emma Short: Strategic Stress Management: An Organizational Approach, Emerald Group Publishing Limited.
8. Carol Turkington: Stress Management for Busy People: McGraw-Hill
9. J. Cranwell, Ward & A. Abbey: Organizational Stress:, Palgrave Macmillan

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA-8
(Affiliated to Krishna University)
IV SEMESTER
MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 406MKT: DIGITAL AND SOCIAL MEDIA MARKETING (4L+1P+1T)

Subject Code	MBA 404 MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives:

The objectives of this course are:

1. To make students aware about Digital Marketing
2. To know about SWOT analysis of an organisation
3. To know about Social Media Marketing

Course outcomes:

At the end of the course, the students will be able to understand concepts of digital marketing, role of social media in marketing of products and services, and ethics in social mediemarketing.

UNIT-I

Introduction to the digital marketing- History, Digital vs. Real Marketing - Digital Marketing Channels and Classifications- Relationship to the Purchase Funnel- Fundamental Ideas Underlying Digital Marketing.

UNIT-II

Creating initial digital marketing plan - Content management - SWOT analysis- Target Group Analysis- Content Management- Optimisation of Websites-Digital Marketing Budgeting- Privacy Issues in Digital Marketing

UNIT-III

Introduction to Social Media- Basics- Different types of Social Media Channels-Role of Social Media in Marketing- Social Media Marketing Goals and Strategies- Developing a Social Marketing Plan.

UNIT-IV

Facebook Marketing: Creating a Facebook page - Visual identity of a Facebook page - Types of publications in Face book, Instagram Marketing: Optimization of Instagram profiles- Integrating Instagram with a Web Site and other social networks.

UNIT-V

LinkedIn Marketing- Youtube Marketing- Google+ Marketing, E-mail Marketing-Social Media Advertising- Problems and Challenges in Social Media Marketing- Ethics in Social

Media Marketing.

Case Study (Not Exceeding 300 words)

References:

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. The Beginner's Guide to Digital Marketing (2015). Digital Marketer.Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.

MARIS STELLA COLLEGE(AUTONOMOUS), VIJAYAWADA
(Affiliated to Krishna University)
IV SEMESTER

MASTER OF BUSINESSADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM
(CBCS) W.E.F 2020-21

MBA 408 EMPLOYABILITY SKILLS LAB

Subject Code	MBA 408	IA Marks	50
No of Lecture Hours/Week	03	Total Marks	50
Total Number of Lecture Hours	39	Exam Hours	1½

Course Objectives:

- The programme curriculum covers written and spoken English, business communication, resume writing and interview skills, pronunciation, etiquette, leadership skills and more, making it a comprehensive training on employable skills.
- This course aims to develop non-technical skills and competencies that has always been an important part of effective and successful participation in the workplace.
- This course makes students employable by honing their skills to meet the demands of current corporate world. It will be helpful in enhancing performance of the students in the career and life.

Course Outcomes:

CO1: Demonstrate communication skills

CO2: Analyze individual SWOT and Case studies

CO3: Create self-introductory videos and prepare themselves for GDPI

UNIT-I

Communication–Meaning and Significance for Managers–Public Speaking–Speaking in Meeting Workplace Communication-One to one Communication–Different Styles of Communication– Interpersonal and Intrapersonal Skills–Reading ability–Importance of Listening in Communication.

UNIT-II

Presentation Skills – Writing Oral Presentations – Using Visual Aids in Oral Communication – Communicating Across Cultures – 7 Cs of Communication – Body Language- Tips on how to Create a Power Point and other Presentations.

UNIT-III

Goal Setting – Creating Individual Action Plans – Article Writing – SWOT Analysis – Event Management – (Training Students to Organize Events and present a report on Event organized).

UNIT-IV

Case Study – Case Analysis – Discussion and Presentation –Team Building and Team Work – Innovation and Creativity – Emotional Intelligence – Self Management

UNIT-V

Business and Corporate Etiquettes – Overview of Interview– Self introduction at Various Forums and During Interview – Mock Interview – CV Preparation-Group Discussion.

Practical Component:

- Public Speaking
- Different styles of Communication (Role Play)
- Presentation Using Visual aids (Power Point Presentation)
- Goal Setting (Preparing individual action Plans including Short term and Long term)
- Article Writing
- SWOT Analysis (Individual SWOT)
- Event Management (Present a report about any Events organized by Student Group)
- Case Study analysis (Individual & Group Discussion about Case)
- Emotional Intelligence (Analyzing individual Students EQ)
- Etiquette for Managers (Practicing different etiquettes in classroom)
- Interview preparation
- Mock Interviews (Activity)
- Self Introduction
- CV Preparation

Reference Text Books:

- Bovee, Thill, Schatzman, (2005), Business communication Today, Pearson Education
- Meenakshi Raman Prakash Singh, Business communication, Oxford University Press.
- E.H.McGrath,S.J ,Basic Managerial Skills, PHI Pvt. Limited
- Chaturvedi & Chaturvedi, (2006), Business communication, Pearson Education
- Namarta Palta, The art of Effective communication, Lotus Press, New Delhi,2007.
- S.K.Mandal, Effective Communication and Public Speaking, Jaico Publishing
- Priyadarshini Patnaik, Group Discussion and Interview Skills, Cambridge University Press Pvt.Ltd.