

Course Syllabus

For

MASTER OF BUSINESS ADMINISTRATION(AR18)

(Applicable for batches admitted from 2018-2019)



Amrita Sai Institute of Science & Technology

Approved by AICTE, New Delhi; Permanently Affiliated to JNTUK, Kakinada

ISO 9001:2015 Certified Institution; Accredited by NAAC with "A" grade

Amrita Sai Nagar, Paritala, Krishna District Andhrapadesh – 521 180

www.amritasai.edu.in, 0866-2428399



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MBA I SEMESTER SYLLABUS

Principles of Management

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB1T1

Course Objective:

To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.

Course outcomes:

Students will be able to understand

- ✓ Evolution of Management and contribution of Management thinkers
- ✓ the relevance of environmental scanning, planning and to take decisions,
- ✓ Organizing and controlling
- ✓ Individual and group Behavior
- ✓ Leadership and Motivation.

UNIT 1:

Introduction of Management: Management: Definition – Importance – Managerial Roles – Functions of management – Classical theory – Scientific management - Administrative theory – Behavioral Theory – Management science – Integrative perspective – System theory – Socio – technical theory – Contingency theory – Comparing theories.

UNIT 2

Planning and Organizing: Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning.

Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of authority – Factors affecting delegation of authority – Span of management – Centralization and decentralization of Authority.

UNIT 3

Directing and controlling: Definition of Co-ordination – Significance and principles of Co-ordination– Leadership behavior and styles – Leadership in cross cultural environment.

Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.

UNIT 4

Decision making: Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom’s Participative decision making model – challenges and problems in decision making

UNIT 5

Contemporary issues in Management: MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management –BPOs – Stress Management causes and remedies – JIT – TQM – Six Sigma – CMM levels

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

REFERENCES:

1. Kumar ,Rao, Chhalill: Introduction to Management Science . Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, Principles of Management, University Science Press, 2013.
6. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
7. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.



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Managerial Economics

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB1T2

Course Objectives:

- ✓ The purpose of this course is to provide students with a basic understanding of the economic theory and analytical tools that can be used in decision making problems.
- ✓ To illustrate the application of economic theory and methodology as an alternative in managerial decisions.
- ✓ The course will sharpen their analytical skills through integrating their knowledge of the economic theory with decision making techniques.
- ✓ Students will learn to use economic models to isolate the relevant elements of a managerial problem, identify their relationships, and formulate them into a managerial model to which decision making tools can be applied.
- ✓ The purpose of this course is to provide students a basic foundation of economic concepts and tools that have direct managerial applications.

Course outcomes:

Upon successful completion of this course students will be able to:

- ✓ Understand the roles of managers in firms
- ✓ Understand the internal and external decisions to be made by managers
- ✓ Analyze the demand and supply conditions and assess the position of a company
- ✓ Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
- ✓ Analyze real-world business problems with a systematic theoretical framework.
- ✓ Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

UNIT 1:

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle, Risk & uncertainty.

UNIT 2:

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, law of Supply, Elasticity of Supply.

UNIT 3:

Supply and Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT 4:

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis.

UNIT 5:

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain’s limit pricing theory - Managerial Theories of a firm – Marris & Williamsons Models

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

References

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “**Micro Economics: Principles, Applications and Tools**”, Pearson Education.



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Accounting for Managers

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB1T3

Course Objectives:

- ✓ The objective to firm's past performance to provide information that is useful for estimating its future performance.
- ✓ The course integrates key concepts from accounting, finance, economics, and business strategy and applies them to financial decision-making.
- ✓ The class is case-oriented. You are responsible for preparing cases in advance of the class session, including familiarizing yourself with the relevant accounting issue.
- ✓ The course is practical and focuses on enabling you to apply many of the theories that you have learned in other courses in the setting of understanding a business.

Course Outcomes:

Upon successful completion of this course students will be able to:

- ✓ Understand the accounting process in business.
- ✓ To gain a knowledge on application of concepts and principles in preparing.
- ✓ To evaluate the tactical decisions of middle level managers relating to cost and management accounting.
- ✓ To analyze the financial statements and evaluate the decisions for better investment.

UNIT 1

Accounting process: Definition of accounting - Accounting Concepts and conventions - Accounting Cycle - Classification of accounts - Accounting equations – Static and dynamic nature of accounting - Users of accounting information - Books of original entry, ledger - Preparation of Trial balance.

UNIT-2

Final Accounts: Preparation and Presentation of income statement - Balance Sheet with Adjustments

- Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements

UNIT-3

Financial Analysis: The scope and purpose of financial analysis - financial statement analysis - Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds - Preparation and analysis of funds flow statement and cash flow statement.

UNIT-4

Cost accounting concepts: Methods of Costing, Techniques of Costing - Role of Cost accounting -

Elements of cost-Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet under different cost heads-

UNIT-5

Cost behavior and Decision making: Behavioral classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis and decision making - Break Even analysis-Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision CVP under conditions of uncertainty - sensitivity analysis.

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

References:

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “**Finanacial Accounting for Management**”, Cengage Learning, New Delhi.
3. Ramachandran N, RamKumar Kakani: **Financial Accounting for Management**”, McGraw Hill – 2013.
4. Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi,2013
5. Amberish Gupta:”**Financial Accounting for Management**”, Pearson Education, 2012.



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Managerial Communication & Soft Skills

Lecture	: 3 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB1T4

Course objective:

The course objectives are as follows

- ✓ To analyze the importance of communication in business life
- ✓ To know about the importance of listening skills in business and personal life.
- ✓ To know the importance of cross cultural communication
- ✓ To analyze the different styles of communication
- ✓ To know the business writing skills
- ✓ To aware about interviews and presentation skills.

Course Outcome:

Upon completion of the course the student is able to

- ✓ Understand communication process
- ✓ Analyze synthesis and apply conceptual frameworks to business issues.
- ✓ Knowledge about Cross cultural communication.
- ✓ They can apply in real business.

UNIT 1

Role of Communication in Business: Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication - Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

UNIT 2

Managing Organization Communication: Formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

UNIT 3

Managing Interpersonal Communication: Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

UNIT 4

Business Writing Skills: Significance of Business Correspondence - Essentials of Effective Business Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

UNIT 5

Presentation skills – Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview techniques –Communication etiquettes.

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

References:

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Kuberudu B and Srinivasa Krishna K: “**Business Communication and Soft Skills**”, Excel Books, 2008.
3. Meenakshi Rama: “**Business Communication**”, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: “**Organisational Communication**”, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das” “**Business Communication**”, PHI Private Limited, New Delhi, 2009.



Business Environment

Lecture	: 3 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB1T5

Course objective:

The course objectives are as follows

- ✓ To analyze the business environment of the organization on the basis of economic theory
- ✓ To analyze the industrial policies of the industry in India
- ✓ To know about the existed economic systems India
- ✓ To build the better allocation of funds by understanding the fiscal policies
- ✓ To analyze the nature of the revenues and expenditures of India

Course Outcome:

Upon completion of the subject, students will be able to

- ✓ To Implement Analytical Tools & Analyze Business Goals
- ✓ To Make New Business Decisions
- ✓ To identify economic research questions that result in relevant, feasible, and original projects
- ✓ To Demonstrate how world trade organization help ful for the business
- ✓ Demonstrate an appreciation of the economic perspective on the present organizations

UNIT 1

Business Environment: Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework- five year plans and their importance .

UNIT 2

Structure of Indian economy: Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

UNIT 3

Fiscal Policy: Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – Critical analysis of the recent fiscal policy of Government of India - Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.

UNIT 4

India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

UNIT 5

Legal Frame: special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

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

References:

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.



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Quantitative Analysis for Business Decisions

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB1T6

Course Objectives:

- ✓ Understand why statistics are important for making business decisions
- ✓ Demonstrate a sound knowledge of statistical terms
- ✓ Be able to explain the merits and limitations of various statistical techniques
- ✓ Be able to read and interpret statistical information and be able recognize when meaningful statistics are (and are not) being used
- ✓ Be able to performance statistical analysis on paper as well as using Excel and SPSS where appropriate
- ✓ Be able to apply quantitative techniques to solve a variety of business problems

Course outcomes:

- ✓ On successful completion of this course students will be able to:
- ✓ Explain and discuss the researcher's work (model)
- ✓ Elucidate basic statistical concepts and tests used in educational research
- ✓ Use statistics programs
- ✓ Demonstrate their competence and confidence in using descriptive statistics
- ✓ Understand and master the handling of data and employ proper analyses

UNIT 1

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis. Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

UNIT 2

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

UNIT 3

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

UNIT 4

Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT 5

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

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

References

1. N.D.Vohra: “**Quantitative Techniques in Management**”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “**Operations Research: Theory and Applications**”, Macmillan Gupta S.P: “**Statistical Methods**”, S. Chand and Sons, New Delhi,
3. Anand Sharma: “**Quantitative Techniques for Business decision Making**”, Himalaya Publishers, New Delhi,2012;
4. D P Apte: “**Operation Research and Quantitative Techniques**”, Excel Publication, New Delhi, 2013
5. Hamdy, A.Taha: “**Operations Research: An Introduction**”, Prentice-Hall of India, New Delhi 2003.



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Information Technology Lab (100% Lab)

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB1L1

Course Objectives:

- To make students familiar with MS-Office.
- To make the students understand the financial ratios of a computer system.
- To make the students familiar in SQL.

Course Outcomes:

- It is expected the students are able to design professional presentations.
- It is expected the students are able to work in research side.
- It is expected that the students are able to work in excel.

UNIT 1

Introduction of various software used for business: Significance in the current business environments - Introduction of software MS Office, SQL.

UNIT 2

Financial modeling: Present value of cash flows, Valuations, Financial ratio analysis, Forecasting, Trend analysis of data, Random input generations

UNIT 3

Statistics for Management - correlation and regression analysis data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

UNIT 4

Data Collection and analyzing techniques: Chats, Flow diagrams TQM methodologies

UNIT5

Preparation and presentations of Mini projects assigned for course work of first semester.

References:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012



MBA II SEMESTER SYLLABUS

FINANCIAL MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB2T1

Course objectives:

- ✓ To provide a complete overview of financial management, including relevant theory and practical application and understand the basic concepts pertaining to Financial Management
- ✓ To develop critical thinking and problem solving competencies, at both the individual and group levels, of financial planning, principles of valuation, capital budgeting, capital structure, and to apply financial theory to analyze real life situations in an uncertain environment with incomplete data set.
- ✓ To provide a foundation for the assessment of EBIT & EPS analysis weighted average cost of capital, Working Capital and Cash Budgeting etc.

Course outcomes:

Upon successful completion of this course students will be able to:

- ✓ Identify the financing process of the entrepreneurial business.
- ✓ Perform financial analysis and plan as applied to startups and forecast free cash flow.
- ✓ Measure risk and return and explain the trade-off between risk and return.
- ✓ Estimate project cash flows to distinguish between value-creating and value destroying investments.
- ✓ Estimate cash flows from a project, including operating, net working capital, and capital spending.
- ✓ Estimate the required return on projects of differing risk and how to use the required return in evaluating investment decisions.

UNIT 1

Financial Management: Concept - Nature and Scope - Evolution of financial Management - Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT 2

Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis-Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT 3

Investment Decision: Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Pay back period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

UNIT 4

Dividend Decision: Meaning and Significance – Major forms of dividends - Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares – Dividend policies of Indian Corporate.

UNIT 5

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement –Cash Management Models – Cash Budgeting – Inventory Management.

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

TEXTBOOKS:

- 1.P. Vijaya Kumar, P.S. Ravindra, Kiran Kumar, “Financial Management”, Himalaya Publishing House PVT.Ltd, 2014
- 2.Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012
- 3.Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New delhi, 2013

References:

1. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
2. M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.



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HUMAN RESOURCE MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB2T2

Course Objectives:

The course objectives are as follows

- ✓ Develop the knowledge, skills and concepts needed to resolve actual human resource management problems or issues.
- ✓ Manage the employment relationship, which is a shared responsibility between employers, management, human resources specialists, and employees. Investigate how HRM is responding to current business trends, opportunities, and challenges.
- ✓ Identify the human resources needs of an organization or department.
- ✓ Conduct a job analysis and produce a job description from the job analysis.

COURSE OUTCOMES

Students who undertake this programme will:

- ✓ Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM;
- ✓ Demonstrate competence in development and problem-solving in the area of HR Management;
- ✓ Provide innovative solutions to problems in the fields of HRM;
- ✓ Be able to identify and appreciate the significance of the ethical issues in HR.

UNIT 1

HRM: Introduction, Significance and Objectives - Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy – HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

UNIT 2

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting -Recruitment and Selection -Sources of recruitment - Tests and Interview Techniques - Training and Development –

Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

UNIT 3

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal – Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments – compensation mechanisms at international level.

UNIT 4

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- - Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design - Job evolution - Incentive Payment Systems. Welfare management: Nature and concepts - statutory and non-statutory welfare measures – incentive mechanisms-

UNIT 5

Managing Industrial Relations: Trade Unions – Employee Participation Schemes- - Collective Bargaining--Grievances and disputes resolution mechanisms - Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

TEXT BOOKS:

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “*Human Resource Management: A South-Asian Perspective*”, Cengage Learning, New Delhi, 2013

References

1. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
2. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.
3. Madhurima Lall, Sakina Qasim Zasidi: “*Human Resource Management*”, Excel Books, New Delhi, 2010



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MARKETING MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB2T3

Course Objectives:

- ✓ The objective of this course is to train participants to apply concepts and techniques in marketing.
- ✓ They will become acquainted with the duties of a marketing manager.
- ✓ They will be exposed to the development, evaluation, and implementation of marketing management in a variety of business environments.
- ✓ At the end of this course, participants should have acquired analytical skills in solving marketing related problems.

Course Outcomes:

- ✓ Identify core concepts of marketing and the role of marketing in business and society.
- ✓ Knowledge of social, legal, ethical and technological forces on marketing decision-making.
- ✓ Appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings.
- ✓ Ability to develop marketing strategies based on product, price, place and promotion objectives.
- ✓ Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.

UNIT 1

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange -

Transactions - Concept of Market and Marketing - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment .

UNIT 2

Market Segmentation and Targeting: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis - Selecting Target Markets – Role of Segmentation and Targeting in Strategy Formulation - Developing and Communicating a Positioning Strategy.

UNIT 3

Pricing Strategy: Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

UNIT 4

Marketing Communication: Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation

UNIT 5

Marketing Organization and Control: Evolution of Marketing Department - Organizing the Marketing Department - , Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

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

References

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.



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PRODUCTION AND OPERATIONS MANAGEMENT

Lecture	: 4 hrs/ week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB2T4

COURSE OBJECTIVES:

- ✓ One of the most critical areas for success in any business enterprise is how Production and Operations are managed. In the 'Productions and Operations Management' course an attempt will be made to integrate the courses
- ✓ Students like statistics, economics, finance, organizational behavior and strategy into a consolidated production and operation related decisions

COURSE OUTCOMES:

After completing the course the participants shall develop an understanding on how to create a production entity with focus on

- ✓ Production Base
- ✓ Financial (Cost) Performance
- ✓ Technical and Operational capabilities
- ✓ Human Capabilities

UNIT 1

Introduction: Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

UNIT 2

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.



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UNIT 3

Managing of Work Environment:– Automation -Technology Management -Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

UNIT 4

Quality Improvement: Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT 5

Stores Management: Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED,FNSD analysis. Value Analysis– importance in cost reduction – concepts and procedures.

TEXT BOOKS:.

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of india, NewDelhi, 2012.
2. K.Asathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012

REFERENCES:



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1. Deepak Kumar Battacharya: “**Production & Operation Management**”,
University Press, New Delhi, 2012
2. Alan Muhlemann, John Oakland, Jasti Katyayani: “**Production and Operation
Management**”, Pearson, New Delhi, 2013.

BUSINESS RESEARCH METHODS

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB2T5

Course Objectives

Understand the problems in business, explore and analyze problems.

- ✓ Understand research terminology.
- ✓ Be aware of the ethical principles of research, ethical challenges and approval processes.
- ✓ Describe quantitative, qualitative and mixed methods approaches to research.
- ✓ Identify the components of a literature review process.
- ✓ Critically analyze published research.

Course Outcomes:

On successful completion of the course students will be able to:

- ✓ Write a literature review that synthesizes and evaluates literature in a specific topic area to justify a research question
- ✓ Apply appropriate research design and methods to address a specific research question and acknowledge the ethical implications of the research
- ✓ Develop a research proposal as the basis for a thesis
- ✓ Present and defend a research proposal

UNIT 1

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in



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business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

UNIT 2

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT 3

Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

UNIT 4

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

UNIT 5

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

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

References

1. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.



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2. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e,
Tata MCGraw Hill, New Delhi.
3. M.V.Kulkarni: “**Research Methodology**”, Everest Publishing House, New Delhi, 2010.
4. Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011
5. Ranjit Kumar: “**Research Methodology**”, Pearson, New Delhi, 2012

ORGANIZATIONAL BEHAVIOR

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: I Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB2T6

Course Objectives

- ✓ Apply concepts of OB to practice
- ✓ Analyze and assess individual characteristics and its impact on the organization
- ✓ Acquire the ability to understand diversity.
- ✓ Evaluate the importance of managing and motivating people towards the achievement of organizational goals.
- ✓ Analyze real life business situations involving people related issues.
- ✓ Analyze the impact of work environment variables on behaviour in organizations.
- ✓ Identify, assess and apply change management process

Course Outcomes:

- ✓ Analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.
- ✓ Assess the potential effects of organisational-level factors on organisational behaviour.
- ✓ Critically evaluate the potential effects of important developments in the external environment on organisational behaviour.
- ✓ Analyse organisational behavioural issues in the context of organisational behaviour theories, models and concepts.



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UNIT 1

Introduction - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.

UNIT 2

Perceptual Management: Nature - Process – selection, organization and interpretation – Influencing factors – Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - Types – Changes and Behavior Modification Techniques.

UNIT 3

Personality Development: Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - Theories, Creativity and Creative - Thinking..Leadership nature and skills. - Decision Making Process: Behavioral Dimensions, Groups and their formation -Group Dynamics, Informal Organizations, Group versus Individual Interaction.

UNIT 4

Inter-Personal Communication: Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

UNIT 5

Organizations: Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles and Design of Organizations, Organizational Culture, Power and Authority. . Organizational Development processes, Change – Resistance to Change.- Interventions, OD techniques and applications.

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

TEXTBOOKS:

1. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.



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3. Jerald Greenberg and Robert A Baron: "*Behavior in Organizations*", PHI Learning Private Limited, New Delhi, 2009

REFERENCES

1. Pareek Udai: "*Understanding Organizational Behavior*", Oxford University Press, New Delhi, 2007.
2. Jai B.P.Sinha: "*Culture and Organizational Behavior*", Sage Publication India Private Limited,

MBA III SEMESTER SYLLABUS

STRATEGIC MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T1

Course Objectives:

- ✓ The purpose of this course is to provide an understanding of how strategic decisions are to be taken and implemented in the changing environment scenario.
- ✓ To explain core concepts in strategic management and provide examples of their relevance and use by actual companies
- ✓ To focus on what every student needs to know about formulating, implementing and executing business strategies in today's market environments
- ✓ To teach the subject using value-adding cases that features interesting products and companies, illustrate the important kinds of strategic challenges managers face, embrace valuable teaching points and spark student's interest.

Course Outcomes:

Students will be able to understand

- ✓ Strategic management concepts
- ✓ Tools and Techniques for Strategic analysis
- ✓ Strategies for competing in globalised markets
- ✓ Strategy Evaluation and Control.



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UNIT 1

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

UNIT 2

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

UNIT 3

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

UNIT 4

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

UNIT 5

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

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

References

1. Vijaya Kumar P., Hitt A: Strategic Management, Cengage learning, New Delhi,2010
2. John A PearceII, Amita Mital: “Strategic Management”, TMH, New Delhi, 2012.Sanjay Mohapatra: “Cases Studies in Strategic Management”, Pearson, New Delhi,2012



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3. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2010
4. 2010
5. P. Subba Rao: "Business Policy and Strategic Management" Text and Cases, Himalaya Publishing House, New Delhi, 2011
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: "Strategic Management and Business Policy", Excel Books, New Delhi, 2012

LEGAL ASPECTS OF BUSINESS

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T2

Course Objectives:

- ✓ The Business Law in India is mainly based upon the English Mercantile Law, precedents, local customs and usages and the Indian Statute Law.
- ✓ This course is aimed to meet the Legal aspects of business is primarily study of that branch of law which governs and regulates the trade and commerce, with the help of leading cases.

Course Outcome:

Students will be able to understand

- ✓ Business Laws related to incorporating a company
- ✓ Importance of Ethics in Business
- ✓ Cyber Crime and Legal Aspects.

UNIT 1

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



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UNIT 2

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

UNIT 3

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

UNIT 4

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

UNIT 5

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

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

References

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



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BUSINESS ETHICS AND CORPORATE GOVERNANCE

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T3

Course Objectives:

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

- ✓ Understand the challenges and complexities faced by businesses and their leaders as they endeavor to maximize returns while responsibly managing their duties to all stakeholders of business.
- ✓ Understand the rationale for government interventions in market systems.
- ✓ Understand and appreciate the social aspects of business.
- ✓ Develop Social Responsibility and make their own judgments as to the proper balance of attention to multiple bottom lines.
- ✓ Develop the skills needed to work through ethical dilemmas in a globalised economic era.

Course Outcome:

Students will be able to understand

- ✓ Need for Corporate Governance in India
- ✓ Codes and Committees in Corporate Governance
- ✓ Role of Board in Corporate Governance
- ✓ Stakeholder perspective of Corporate Governance.

UNIT 1

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



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UNIT 2

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

UNIT 3

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

UNIT 4

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

UNIT 5

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

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

References:

1. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “Business Ethics and Corporate Governance”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, 2011.
5. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers, New Delhi, 2013.



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LEADERSHIP MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T4H

Course objectives:

- ✓ Understanding good leadership behaviors
- ✓ Learning the difference between leadership and management
- ✓ Gaining insight into your patterns, beliefs and rules
- ✓ Defining qualities and strengths
- ✓ Determining how well you perceive what's going on around you
- ✓ Learning about commitment and how to move things forward

Learning outcomes:

- ✓ Students able to understand their leadership journeys and their crucibles by reflecting upon and framing their life stories and experiences to date.
- ✓ Student able to understand why leaders lose their way and the self-awareness needed to avoid derailment.
- ✓ Students can gain clarity about their leadership principles, values, and ethical boundaries, and how they will respond under pressure when challenged.
- ✓ Students can understand what is motivating them, both extrinsically and intrinsically, and to find leadership paths that will enable them to utilize their motivated capabilities.
- ✓ Students can explore how to build support teams and lead an integrated life.

Unit 1:

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



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Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

Unit 2:

Leadership Motivation, Culture: Motivation Theories for Leadership: Maslow's, Herzberg, X, Y and Z theories of Motivation - Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy - Porter and Lawler Theories. - Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural.

Unit 3:

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 - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance – Developing and Maintaining positive attitude for effective leading.

Unit 4:

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 5:

Leadership in the cross cultural context: Leadership across Globe: Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe.



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

Reference Books:

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft "Leadership" Cengage Learning 2005.

COMPENSATION AND REWARD MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T5H

Course objectives:

- ✓ The course aims at motivating the learner to the concept and understands about the effective process of performance appraisal in quality oriented organizations through the pedagogy of case studies and practical experiences.
- ✓ The objectives are to provide a methodology for measuring the efficiency of the employees and to discuss about the components of a good reward system.
- ✓ To create an idea about the various reward methods while rewarding the employee for his great efforts towards to the organizational objectives.

Course Outcomes:

At the end of the course the students will be able to:

- ✓ To learn basic compensation concepts and the context of compensation practice
- ✓ To illustrate different ways to strengthen the pay-for-performance link.
- ✓ To learn the concepts of Payment and employee benefits issues for contingent workers.
- ✓ To understand the Legally required employee benefits.
- ✓ To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits



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UNIT 1

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation – Role of compensation and Reward in Modern organizations- Compensation as a Retention strategy- aligning compensation strategy with business strategy – concept of reward - non-financial compensation system-Reward management process - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level

UNIT 2

Job evaluation and Compensation Structure: Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure- History and past practices, elements of ,management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys-Incentive payments and its objectives.

UNIT 3

Wage and Salary administration : Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-Importance-Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.

UNIT 4

Control systems for labour costs: Introduction-Direct and Indirect labour , Role of various departments-The personnel department- Industrial engineering department-Types of worker-Payroll department -Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.

UNIT 5

Pay Structure and Tax Planning: Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.



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

References

1. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.
2. A.M.Sarma, N.Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai
3. Dewakar Goel:“Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012
4. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008



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PERFORMANCE MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T6H

Course Objective:

To understand about performance management and reward system and communicating to enhance employee performance.

Course Outcome:

Students will be able to understand

- ✓ Significance of Performance Management
- ✓ Communication of Performance Management
- ✓ Performance Management and Development of Employees
- ✓ Reward System
- ✓ Other performance related concepts.

Unit 1

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

Unit-2

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

Unit-3

Management System: objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges-Appraisal



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for recognition and reward-Purpose of Appraising –Methods of Appraising-Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.

Unit-4

Performance Monitoring and Counseling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills

Unit-5

Performance management skills: Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership

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

References

- 1.Prem Chadha: “Performance Management”, Macmillan India, New Delhi, 2008.
- 2.Michael Armstrong & Angela Baron, “Performance Management”: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, “Appraising and Developing Managerial Performance”, Excel Books, 2003.
4. David Wade and Ronad Recardo, “Corporate Performance Management”, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2009
6. A.M. Sarma “Performance Management Systems” Himalaya Publishing House, New Delhi, 2010.



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STRATEGIC HUMAN RESOURCE MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T7H

Course Objectives:

- ✓ Take a strategic approach to human resource management.
- ✓ Assess the global human resources environment in which your organization operates.
- ✓ Forecast the human resource needs of your organization or department.
- ✓ Do a job analysis and competency audit of your organization and/or department.
- ✓ Identify competency gaps in your organization or department.
- ✓ Provide feedback to employees to help them reach personal and organizational goals.

Course Outcome

- ✓ The External Environment and Your Organization
- ✓ Understanding Your Human Resources Customers
- ✓ Understanding the Flow of People
- ✓ Performance Management
- ✓ Building Human Resources Strategy

UNIT-1

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

UNIT-2

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning- Activities related to strategic HR Planning-Basic overview of various strategic planning models- Strategic HR Planning model-Components of the strategic plan.



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UNIT-3

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-4

Strategic Human Resource Development : Concept of Strategic Planning for HRD-Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

UNIT-5

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

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

References:

1. Charles R. Greer: "Strategic Human Resource Management" - A General Manager Approach - Pearson Education, Asia
2. Fombrum Charles & Tichy: "Strategic Human Resource Management" - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar "Strategic Human Resource Management" Everest Publishing House, Pune 2009
4. Tanuja Agarwala "Strategic Human Resource Management" Oxford University Press, New Delhi 2014



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SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T4F

Course objectives:

- ✓ To provide a theoretical and practical background in the field of investments;
- ✓ Designing and managing the bond as well as equity portfolios in the real world
- ✓ Valuing equity and debt instruments
- ✓ Managing the mutual funds
- ✓ Measuring the portfolio performances

Course Outcomes:

Students will be able to understand

- ✓ Indian Investment Environment
- ✓ Portfolio Analysis
- ✓ Bond valuation and management
- ✓ Equity valuation of Cash market and derivatives
- ✓ Performance evaluation of Portfolios.



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Unit-I:

Concept of Investment Education: Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges – Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

Unit-II:

Equity and Bond Valuation Models : Preference Shares and Equity Shares Earning valuation- Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

Unit-III:

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

Unit-IV:

Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems)

Unit-V:

Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model – Jensen's Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems).

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References

1. S. Kevin: "Security Analysis and Portfolio Management", PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: "Security Analysis and Portfolio Management", Vikas Publishing House, New Delhi, 2009
3. Sudhendra Bhat: "Security Analysis and Portfolio Management", Excel Books, New Delhi, 2009.
4. Shashi K Gupta: "Security Analysis and Portfolio Management", Kalyani Publishers, New Delhi, 2010
5. Prasanna Chandra, "Investment Analysis and Portfolio Management", 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
6. Ranganatham : "Investment Analysis and Portfolio Management" Pearson Education.



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BANKING AND INSURANCE MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T5F

Course Objectives:

- ✓ The objectives of this course are to develop a thorough understanding of process of investments, familiarize the students with the stock markets in India and abroad, provide conceptual insights into the valuation of securities,
- ✓ To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors
- ✓ To familiarize the students with the fundamental and technical analysis of the diverse investment avenues

Learning outcomes:

On completing the course, students are expected to be able to:

- ✓ Identify and describe terms and concepts associated with investments
- ✓ Describe and discuss various investment opportunities
- ✓ Differentiate between short-term and long-term investments
- ✓ Demonstrate knowledge of corporate rationale for the issuance of corporate stocks and bonds
- ✓ Describe and discuss the basic concepts of the stock, bond, and mutual fund markets

UNIT 1

Introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship- Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators-Sources of Bank Funds.

UNIT 2



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Uses of Bank Funds: Features of Bank Credit –types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost - benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT 3

Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc- assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

UNIT 4

Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

UNIT 5

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products-Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India.



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

References

1. Peter.S.Rose & Sylvia. C. Hudgins: "Bank Management & Financial Services", Tata McGraw Hill New Delhi, 2010,
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:"Risk Management & Insurance", Cengage Learning, New Delhi
3. Reddy K S and Rao R N: "Banking & Insurance", Paramount Publishing House
4. Vasant Desai: "Banks & Institutional Management", Himalaya Publishing House 2010.



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ADVANCED MANAGEMENT ACCOUNTING

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T6F

Course Objective:

To understand the components of product cost, their calculation methods, and their control.

Course Outcome:

Students will be able to understand

- ✓ Fundamentals of Management accounting and Cost accounting
- ✓ Cost analysis
- ✓ Marginal costing
- ✓ Budget and Budgetary controls.

Unit – 1:

Introduction: Nature and scope of advanced management accounting, Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO)-Management information System.

Unit - 2:

Financial Analysis: Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis.-Ratio Analysis – Trend analysis – Deprecation Models.

Unit- 3:

Budget – Budgetary Control: – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget –



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Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

Unit-4

Marginal Costing: Cost Concepts for Decision making – Decision Making Process – Decision Situations -Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision - Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer .

Unit – 5

Standard Costing: Standard Costing and historical costing – Establishment of cost standards – steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance

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

References:

1. Charles T. Horn Gaxy L. Sundem.: “Introduction to Management Accounting” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “Management Accounting” Sahitya Bhawan Publications, Agra 2002
3. Manmohan and Goyal: “Management Accounting” Pearson Education.
4. V. Krishna Kumar: “Management Accounting” Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: “Practical Problem in Management Accounting” Tata Mc Graw Hill, New Delhi.
6. S.P. Jain and K.L. Narang: “Advanced Cost and Management Accounting” Kalyani Publishers, New Delhi.



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STRATEGIC FINANCIAL MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T7F

Course Objectives:

- ✓ Understand the contexts in which the financial management function operates within an organization and its link to the external environment
- ✓ Apply the technical language and practices of Financial Management
- ✓ Select the correct tools to aid management decision making and present the information in an appropriate format
- ✓ Evaluate the contemporary theories and empirical evidence concerning financial management

Course Outcomes :

- ✓ Understand how to formulate a financial strategy taking account of a range of stakeholders and their interests and differing financing options
- ✓ Identify and critique a range of investment appraisal techniques, select as appropriate and apply within the investment appraisal process, and make a justifiable recommendation
- ✓ Explain the nature and significance of financial risk and uncertainty, and apply techniques to take account of these, including diversification, Capital Asset Pricing Model (CAPM) and the Black-Scholes Option Pricing model

Unit-I:

Corporate Policy: Strategic Financial Planning- changing complexion of regulatory framework - Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure.



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Unit-II:

Corporate Financial Strategies: Capital Structure Planning- EBIT, EPS, ROE analysis- Shareholders' Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm – Growth and External Financing Requirement. (Problems),

Unit-III:

Corporate Investment Strategy: Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision- Long term investment plans analysis with risk and return. (Problems),

Unit-IV:

Corporate Financial Engineering: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. (Problems)

Unit-V:

Corporate Restructuring: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts- Buy back shares – Alignment of Interest – Corporate Governance . (Problems)

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

References:

1. Coper and Weston: "Financial Theory and Corporate Policy"
2. Braley and Myers: "The Principles of Corporate Finance". Mc.Graw Hill, N.Y.1993.
3. Prasanna Chandra : "Financial Management" Theory and Practice.
4. I.M. Pandey – "Financial Management" Vikas Publishers, New Delhi.



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CONSUMER BEHAVIOR

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T4M

Course Objectives:

- ✓ To understand the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior.
- ✓ To comprehend the social and cultural dimensions of consumer behavior, factors impacting attitudes and behavior.
- ✓ 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.
- ✓ To provide an understanding of the basics of marketing research and to build a research vocabulary, key terms and ideas.

Course outcomes:

Student should be able to

- ✓ Understand Consumer Behaviour
- ✓ Environmental Influences On Consumer Behaviour,
- ✓ Perception And Attitude Of Consumers,
- ✓ Consumer Decision Making
- ✓ Marketing Ethics Towards Consumers.

UNIT- 1

Introduction to Consumer Behavior: Understanding consumers and market segments. Evolution of consumer behavior, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model.

UNIT- 2

Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and



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Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

UNIT- 3

Communication and Consumer Behavior : Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre -purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior.

UNIT -4

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT- 5

Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

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

Reference

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behavior” Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, “Consumer Behavior” 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L “Consumer Behavior”, 8/e, Pearson Education, New Delhi, 2003.



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RETAIL MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T5M

Course Objectives:

Upon successful completion of this course, the student will have reliably demonstrated the ability to:

- ✓ Evaluate current retailing trends based on consumer, legal and competitive environments.
- ✓ Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.
- ✓ Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.

Course outcomes:

Upon successful completion of the Retail Management, the learner will be able to:

- ✓ Identify and understand basic theories, principles, practices and terminology related to each functional area of business
- ✓ Perform basic functions appropriate to each functional area of business
- ✓ Communicate effectively using oral, written and non-verbal techniques, to include the use of technology, in the gathering and presentation of information

UNIT 1

Basic concept of retailing: Retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.



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UNIT 2

Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

UNIT 3

Retail location – Types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.

UNIT 4

Store layout and design: Store operations and inventory management- Merchandise planning and control - Buying merchandise – Developing Assortment plan,

Managing Stores Space

UNIT 5

Retail Pricing Strategy:, Category Management, Customer services – Retail branding - International retailing – Promotional strategies – advertising, sales promotion, Store atmosphere,

Recent Retailing Practices In India

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

References

1. Sheikh and Kaneez Fatima, “Retail Management”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:“The Art of Retailing”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. Sivakumar, A, “Retail Marketing”, Excel Books, New Delhi, 2007
4. Swapna Pradhan, “Retail management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
5. Berman Barry, Joel R. Evans and Mini Mathur, “Retail Management-A Strategic Approach”, Pearson Education, New Delhi, 2011.
6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”Retail Management”, Oxford University Press, New Delhi, 2012.



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CUSTOMER RELATIONSHIP MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T6M

Course Objectives:

- ✓ To create insight and new learning in the area of customer relationship management.
- ✓ To equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.
- ✓ To discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.

Course outcomes:

Having completed this course student will be able to:

- ✓ Explain variations in demand relative to capacity;
- ✓ Explain different types of waiting lines and how they operate;
- ✓ Describe consumer behavior and managing services;
- ✓ Describe managing customer perceptions of risk;
- ✓ Describe Self-Service Technologies (SSTs) and their use;

UNIT 1

Introduction: Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM– Integrated CRM system –Planning and Managing CRM Programme - Application areas.

UNIT 2

CRM as an integrated business strategy: Nature of CRM strategy – Contents of CRM Strategy



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– Description of Customer – Supplier Relationships, The dynamics of Relationships,
The relationship oriented organization.

UNIT 3

CRM marketing aspects: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.

UNIT 4

Analytical CRM: Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results

UNIT 5

Operational CRM and CRM implementation: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

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

References:

1. Ed Peelen: “Customer Relationship Management” Pearson, Education
2. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management” Cengage learning
3. S.Shanmuga sundaram: “Customer Relationship Management” Prentice Hall of India.



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STRATEGIC MARKETING MANAGEMENT

Lecture	: 4 hrs / week	Internal Marks	: 40
Year/Semester	: II Year/ I Sem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB3T7M

Course Objectives:

- ✓ The primary objective of the course is to develop knowledge and understanding of the marketing function of an organization
- ✓ The aim of this course is to develop understanding and analyze 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.
- ✓ Students will develop their strategic thinking skills while still appreciating the operational role marketing has in terms of meeting corporate objectives.

Course Outcomes:

- ✓ This course is focused on helping students become a strategic marketer, so that they can create, gain support for and execute marketing plans that will build strong and enduring businesses.
- ✓ The aim of Strategic Marketing is to provide students as executive level managers with the necessary skills to adopt a strategic approach to the planning and control of the marketing function within your organisation, with the aim of developing a sustainable competitive advantage.

UNIT – 1

Introduction : Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities - Resource Requirements – Time scaling - Processes: Strategic Marketing Planning Process - Strategic Marketing Analysis - marketing strategy objective setting- perceptual mapping - factor analysis, Option Evaluation, Choice – Formulation and



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Implementation and Control Links to corporate strategy: Mission statement, organisational structure and corporate responsibility and ethics - dynamic strategy

UNIT -2

Strategic Marketing Strategy: Models - Organisation, Industry and market environment situation analysis; Porter's Five Forces model - Structure, Conduct and Performance; - Marketing Audit - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics- Direct response marketing strategies - Defensive strategies - Customer retention strategies- Personalised marketing; Payne and Ballantyne's Six markets model,

UNIT -3

Strategic Marketing Techniques : Setting marketing objectives and marketing strategy - Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage - Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer - close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps.

UNIT -4

Strategic marketing environment : Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets; rising expectations; technological change; competition; globalisation; importance of customer service; commoditisation; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.

UNIT - 5

New Product Developments: Ability to customize - Ability to handle information to gain competitive advantage - e-marketing position - core focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders - Innovation



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strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses: emerging themes eg impact of globalisation, the strength or weakness of competitors, importance of environmental factors, changes in the political environment, the state of the economy, the exchange rate, health and safety factors

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

References:

1. Devid A Aaker and Damien Mc Loughlior: "Strategic Marketing Management"-Global Perspective" Wiley Publications.
2. Jean –Jacques Lambin : "Strategic Marketing Management", McGraw –Hill



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MBA IV SEMESTER SYLLABUS

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Sem	:	II Year/II Sem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T1

Course objectives:

- ✓ Ability to address LSCM in a holistic approach by taking into account general management concepts, human resources environmental concerns and quality and technological and economic aspects.
- ✓ Ability to select and apply suitable methodologies and strategies to design solution for an LSCM Problem
- ✓ Ability to analyze structure and discuss situations to identify problem in the field of LSCM and evaluate the complexity
- ✓ Ability to evaluate different alternatives and solutions to be implemented

Course Outcomes:

- ✓ Describe major logistics functions and activities
- ✓ Critically evaluate supply chain design and potential improvements,
- ✓ Use qualitative and quantitative techniques to model complex supply chain phenomena.
- ✓ Deliver meaningful analyses and solutions that can be understood easily by a variety of audiences.

UNIT 1

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management - Customer service and retention- Basic service capability Value added services

UNIT 2

Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value -



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customer profitability analysis –direct product profitability – cost drivers and activity-based costing.

UNIT 3

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

UNIT 4

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

UNIT 5

Managing global Logistics and Relation to ERP : Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances.

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

References

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.



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ENTREPRENEURSHIP DEVELOPMENT

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:	:	II Year / II Sem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T2

Course Objectives:

- ✓ The global skills required to understand what corporate entrepreneurship is and how it can be accomplished;
- ✓ The tools necessary to evaluate a firm's internal and external environment from an entrepreneurial perspective;
- ✓ An understanding of basic business- and corporate-level entrepreneurial factors;
- ✓ Developed interpersonal skills required in today's business atmosphere. The main objective of this course is to focus on developing the individual entrepreneur.

Course Outcomes

- ✓ Develop a basic knowledge of what is corporate entrepreneurship and how entrepreneurship within a corporation is similar to or different from start-up entrepreneurship.
- ✓ Be able to assess the degree to which the environment within an established company supports or constrains entrepreneurship.
- ✓ Develop an appreciation for how to apply the entrepreneurial process to the operations of a department or a functional area within a large established organization.

UNIT 1

Entrepreneurship: Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

UNIT 2: Training: Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.



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Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes

UNIT 3

Planning and Evaluation of Projects: Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

UNIT 4

Small and Micro Enterprises: Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.

UNIT 5

Institutional Support to Entrepreneur and MSMEs: Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

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

References

1. Arya Kumar: "Entrepreneurship", Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: "Entrepreneurship", Cengage Learning, New Delhi,
3. K.Ramachandran: "Entrepreneurship Development", TMH, New Delhi, 2012
4. B.Janakiram, M Rizwana: "Entrepreneurship Development" Excel Books, New Delhi, 2011
5. Rajeev Roy: "Entrepreneurship", Oxford University Press, New Delhi, 2012
6. P.C.Shejwalkar: "Entrepreneurship Development", Everest Publishing House, New Delhi, 2011



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ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:		IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T3H

Course 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:

- ✓ Understand and diagnose forces for change to improve organizational effectiveness in the context of their social, political and cultural environment
- ✓ Apply strategies and models of change management and organization development
- ✓ Explain the process of organizational change and appropriate organization development interventions
- ✓ Understand and apply consultancy approaches to the management of change including the role of the change agent/consultant
- ✓ Critically evaluate the effectiveness, limitations and other issues of change management and organizational development interventions



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UNIT 1

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

UNIT 2

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization

UNIT 3

Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners.

UNIT 4

Negotiated Change: Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.



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UNIT 5

Team Building: Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.

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

References

1. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
5. Radha R Sharma: Change Management, TMH, New Delhi, 2012



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GLOBAL HUMAN RESOURCE MANAGEMENT

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:		IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T4H

Course Objective:

To understand the growing significance of international Human Relations management in the context of Global workforce.

Course Outcomes:

Students will be to understand

- ✓ Cultural aspects of IHRM
- ✓ Role of IHRM in Successful MNC
- ✓ Global human Resource Planning
- ✓ Training and development of Global employees
- ✓ Performance Management of Global employees.

UNIT 1

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations - Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

UNIT 2

Managing International Assignments: Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.



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UNIT 3

Cross Culture Management: Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

UNIT 4

Compensation Management: Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

UNIT 5

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

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

References:

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
2. NilanjanSen Gupta: “International Human Resource Management Text and cases”Excel Books, New Delhi.
3. Tony Edwards :“International Human Resource Management”, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH,New Delhi,
5. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press,Hyderabad, 2012.



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LABOR WELFARE & LEGISLATION

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:	:	IYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T5H

Course objectives:

- ✓ To study constitutional provisions regarding labour.
- ✓ To study labour legislations pertaining to Industrial Relations

Course Outcomes:

- ✓ After going through various labor laws, students will be conversant regarding conflict
- ✓ Management in legal perspective and judicial system pertaining to labor management relations.

UNIT 1

Welfare Legislation: Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

UNIT 2

Industrial Relations Legislation: Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

UNIT 3

Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.



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UNIT 4

Labour Welfare: Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

UNIT 5

Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions.

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

References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow, 1977
4. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi.
5. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.



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MANAGEMENT OF INDUSTRIAL RELATIONS

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:	:	IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T6H

Course objective:

- ✓ To understand of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.

Course Outcomes:

- Students will be able to understand
- ✓ Importance of Industrial Relations
- ✓ Collective Bargaining Mechanism
- ✓ Parties and role in Industrial Relations
- ✓ Labour Legislation aspects.

UNIT 1

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

UNIT 2

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

UNIT 3

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective



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bargaining concepts & Characteristics –Promoting peace.Wage and Salary administration:
Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage,
Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

UNIT 4

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

UNIT 5

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

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

References

1. C.S Venkataratnam: “**Industrial Relations**”, Oxford University Press, New Delhi, 2011
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013
3. Matoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: “**Industrial Relations**” Excel Books, New Delhi, 2010
5. Arun Monappa: “**Industrial Relations**”, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
7. Ratna Sen: “**Industrial Relations**”, MacMillon Publishers, New Delhi, 2011



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FINANCIAL MARKETS AND SERVICES

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:		IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T3F

Course Objectives:

The objective of the course is to help the students to understand commonly used financial instruments and how they work, and to appreciate how financial markets and institutions operate.

Course Outcomes (Cos):

By the end of the course, students should be able to:

- ✓ Explain key concepts such as financial claim, financial intermediation and financial market;
- ✓ Discuss theories on financial markets and institutions that help explain phenomena such as diverse selection and moral hazard.
- ✓ Describe the role and structure of the financial system.

UNIT 1

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

UNIT 2

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



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– Regulation of Merchant Banking in India, Capital Market and Money Market Services (A).

UNIT 3

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 Option Vs. Borrowing.

UNIT 4

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

UNIT 5

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 Securitisation – Concept and Application – De-mat Services-need and Operations-
Role of NSDL and CSDL, Laws governing non banking financial corporations (A).

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

References:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
3. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
- 4 Edminister R.D., Financial Institution, Markets and Management:
5. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai



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GLOBAL FINANCIAL MANAGEMENT

Lecture	: 4Hrs/week	Internal Marks	: 40
Year/Semester:	IIYear/IISem	External Marks	: 60
Credits	: 3	Subject Code	: 18MB4T4F

Course Objectives:

This course is directed at students interested in global markets and operations, foreign exchange, multinational corporations and their activities, and concepts of global financial management

Course Outcomes (Cos):

Upon successful completion of this course, the student will be able to:

- ✓ Understand the analysis of modern theory and practice in global financial management.
- ✓ Apply the processes and applications outlined in the course description.

UNIT 1

Introduction to Global Financial Management: Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System- Exchange Rates and Par Values- International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation.

UNIT 2

Management of Exchange and Interest Rates Exposure: Determination of Exchange Rates- Balance of Payments (Equilibrium vs Disequilibrium - International Trade Flow- Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk- Management of International Transactions Exposure.

UNIT 3

Management of Global Business Operations and Practices: Operational Strategies of MNCs- Management of Global Business Practices- Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.



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UNIT 4

International Investment Decision : Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment- International Global Financial Decisions- Role of Multi Lateral Development Banks- Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.

UNIT 5

Global Indebtedness: External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short -Term Financing- Internal Financing by MNCs.

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

References:

1. Jeff Madura, “ International Financial Management” Cengage Learning Limited, 2008.
2. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, “International Financial Management” PHI, 2012.
4. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009.



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RISK MANAGEMENT

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:		IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T5F

Course Objectives :

- ✓ To provide in-depth knowledge about various types of risks
- ✓ To inject risk analysis techniques for measuring the risk.

Course Outcomes:

Upon successful completion of this course, the student will be able to:

- ✓ Identify and discuss various types of risks
- ✓ Perform quantitative risk analysis using risk measurement techniques to assess the severity and consequences of a given risk as well as its over all threat.

UNIT1

Introduction to Risk Management: Meaning of Risk and Types (A), Role of Financial Institutions- Future Trends and Global Issues- Financial Services provided by Intermediaries- Need of Risk Management- What is Risk-Sources of various Risk- Risk Management frame work in Organization- Identification of Risks like Liquidity Risk, Market Risk, Foreign Exchange Risk, Operational Risk etc., Methods and Process of Risk Management (A).

UNIT 2

Measurement of Risks: Measurement of Interest Rate Risk and Market Rate Risk-Measurement of Credit Risk- Measurement of operational and Technology Risk- Measurement of Foreign Exchange and Sovereign Risk- Measurement of Liquidity Risk- Measurement of Off Balance Sheet Risks.



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UNIT 3

Management of Risks: Risk Management Tools- Interest Rate Risk Management- Market Risk Management- Credit Risk Management- Operational Risk Management- Foreign Exchange and Sovereign Risk Management- Liquidity Risk Management- Management of Capital Adequacy- Risk Reporting

UNIT 4

Regulatory and Other Issues in Risk Management: Regulatory Frame Work- Revised RBI Risk Management Norms to Banks- Organizational Structure for Market and Credit Risk- SEBI, NHB- Bank for International Settlement- BASEL Committee on Banking Supervision- BASEL Settlement I,II & III- Calculation of Minimum Capital Requirements.

UNIT 5

Important Concepts of Risk Management: Time Value of Money- Advance Bond Concepts- Calculation of VaR- Black-Scholes Model- Moody's KMV Portfolio Manager- Probability Distribution and Fundamentals of Statistics- Derivative Products and its Markets- Margin and Mark-to-Market, Volatility Modeling (A).

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

References

1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005,
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012
4. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, Delhi. 2012
5. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.



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TAX MANAGEMENT

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:		IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T6F

Course Objectives

- ✓ To expose the students to the latest provisions of income tax act
- ✓ To identify the tax planning and assessment procedures for individuals, firms and companies.

Course Outcomes

- ✓ Students will get working knowledge regarding legitimate way of tax planning under different financial/managerial decisions after taking into consideration the impact of Direct Tax Laws.
- ✓ Students will get awareness about the objective of introducing GST for including most of the goods and services under GST regime.

UNIT 1

Direct and Indirect Taxes: Income Tax Act 1961 – Basic concepts – Income – Agricultural Income – Residential Status – Income exemption from tax – Income from House Property – Computation of Salary Income – Income from Business and Profession – Capital Gain from other sources – computation of Total Income. Indirect Taxes – Excise Duty – Introduction – Nature – Basic Concepts – Types and Taxable Event for Excise Duty.

UNIT 2

CENVAT : Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services – Customs Duty – Introduction – Basic Concepts – Scope and Converge of Customs Duty – Nature of Customs Duty – Classification for Customs – Types of Custom Duties – Exemptions from Customs Duty – Valuation for Customs Duty.



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UNIT 3

Introduction to Tax Planning: Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.

UNIT 4

Tax Management Decisions: Tax considerations - Management Decisions, such as make / buy-own/lease - export/local sale - Guidelines to Tax planning – Relief's – Concessions – Rebates – Deductions – Incentives (Payment of Advance Tax) – Filing of Returns – Refunds – Penalties for non-compliance, GST – Introduction (A).

UNIT 5

Multi National Taxation: Bilateral Tax Treaties- Transfer Pricing for Tax Planning – Uses of Inter Company Loans- Tax Intensives Organizational Setup of MNCs- Tax Reliefs and Rebates in India- Tax Credits- Tax Havens- Investment Decision on Tax Planning- Global Investment and Tax Incentives- Transfer Pricing Methods- Measures to Plug Tax Loopholes.

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

1. Vinod K.Singhania and Mounica singhnia, Corporate Tax Planning and business Management, Taxmann Publications.
2. Vinod K.Singhania and Kapil Singhania, Direct Taxes – Law and Practice, Taxmann Publications
3. R.N.Lakhotia, Corporate Tax Planning, vision publications.
4. V.A. Avadhani, "International Financial Management" Himalaya Publishing House, 2009
5. PG Apte, "International Financial Management" Tata Mc Graw Hill, 2009.



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SERVICES MARKETING

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:		IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T3M

Course Objectives:

- ✓ Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- ✓ Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
- ✓ Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
- ✓ Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.

Course outcomes:

- ✓ Understand and explain the nature and scope of services marketing;
- ✓ Develop a better appreciation of the necessary ingredients to create service excellence;
- ✓ Provide a theoretical and practical basis for assessing service performance;
- ✓ Understand the characteristics and challenges of managing service firms;

UNIT 1

Introduction to Services Marketing: Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- -Building Services Aspirations- Tracking Customer Behavior-.



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UNIT 2

Key Dimensions of Services Marketing: Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality Services- Communication Strategies- Bench Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.

UNIT 3

Management of Services Marketing: Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship- Market Leadership Strategies.

UNIT 4

Service Marketing Practices I: Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products- Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality- Marketing of Educational, Software and other Professional Services.

UNIT 5

Service Marketing Practices II: Marketing of Health Care, Cellular and Entertainment Services- Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix- Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberization of Services- Off shoring – ITES- Industry Structure- Business Models

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

References

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. Rajendra Nargundkar: "Services Marketing", Tata McGraw Hill, New Delhi, 2011.
3. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011
4. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010



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PROMOTIONAL AND DISTRIBUTION MANAGEMENT

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:		IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T4M

Course Objectives:

- ✓ The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.
- ✓ It provides an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
- ✓ Further, the course aimed to develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Course Outcomes:

- ✓ Explain role and responsibility of sales personal, 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

UNIT 1

Introduction to Promotional Management: Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.

UNIT 2

Introduction to Distribution Management: Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in



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Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing
Logistics- Major Logistics Functions

UNIT 3

Marketing Channels: Nature and Importance of Marketing Channels- Emergence of Marketing
Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing
Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions

UNIT 4

Channel Institutions and Designing Channel System: Wholesaling- Agent Wholesaling Middle
Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns- Channel Design
Decisions- Channel Design Comparison Factors- Ideal Channel Structure- Types of Channels-
Implementation and Integration of Channel Design

UNIT 5

Ethical and Social Issues in Distribution Management: Business Ethics and Sales Management-
Ethical Issues facing Sales Managers- Managing Sales Ethics- Modeling Ethical Behavior- Making
Decisions on Ethical Problems- Building a Sales Ethics Programme- International Distribution-
Challenges in Managing an International Distribution Strategy.

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

References

1. K. Shridhara Bhat: “**Sales and Distribution Management**”, Himalaya Publishing House, 2011.
2. Dr. Matin Khan: “**Sales and Distribution Management**”, Excel Books, New Delhi, 2005
3. Pingali Venugopal: “**Sales and Distribution Managment**”, Sage Publications, New Delhi,2008.
4. Dr. S. L. Gupta: “**Sales and Distribution Management**”, Excel Books, 2010



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GLOBAL MARKETING MANAGEMENT

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:		IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T5M

Course Objectives

This course is primarily intended for those who are either currently engaged in international business activity or see their future career roles as professionals, managers, or entrepreneurs involved in some aspect of global marketing. The purpose of this course is to provide a pragmatic perspective on global marketing

Course outcomes:

After completion of this course, the student will be able to

- ✓ Assess various foreign markets
- ✓ Analyze the impact of cultural, social, political and economic factors on marketing strategies
- ✓ Determine when to use different market entry and penetration strategies
- ✓ Examine the different skills and systems required to implement marketing strategies across country borders

UNIT 1:

Introduction to Global Marketing: Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing.

UNIT 2:

International marketing strategy: Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a



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global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms

UNIT 3:

Global Product & Price management: International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership – : Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing

UNIT 4:

Global Marketing Channels and Promotion for global markets: channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.

UNIT 5:

Export procedures and documents: Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments. Linear shipping in insurance

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

References

1. Francis Cherunilam: International marketing, 11th Edition, Himalaya Publication House,2010
2. Warren J Keegan: Global Marketing Management, 5th Edition, Prentice Hall of India Private Limited.



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SUPPLY CHAIN MANAGEMENT

Lecture	:	4Hrs/week	Internal Marks	:	40
Year/Semester:	:	IIYear/IISem	External Marks	:	60
Credits	:	3	Subject Code	:	18MB4T6M

Course Objective:

- ✓ This paper aims for understanding the concept of supply chain, significance of supply chain management in business organizations and the recent trends in SCM.

Course Outcomes:

- ✓ Critically evaluate supply chain design and potential improvements,
- ✓ Use qualitative and quantitative techniques to model complex supply chain phenomena.
- ✓ Deliver meaningful analyses and solutions that can be understood easily by a variety of audiences.
- ✓ Recognize global practices and identify regional differences, as well as understand the interconnectedness and interdependencies of global supply chain management.
- ✓ Make socially conscious supply chain decisions that consider the global availability of resources.

UNIT 1:

Introduction to Supply Chain Management: Definition – Types of Supply Chain Management- Objectives of Supply Chain Management- Analysis of Supply Chain Management and their Constituents- Supply Chain Activities- Supply Chain Organization- Managing Technical Challenges of Supply Chain.

UNIT 2:

Supply Chain Management: An Overview: Purchasing Issues in Supply Chain Management- Operations and Distribution issues in Supply Chain Management- Facility Location Decisions- Domestic and International Transportation Management- Process Management.



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UNIT 3:

Customer Relationship Management: Introduction-Definition- Role of Supply Chain Management in CRM- Key Tools and components of CRM- Segmenting Customers- Predicting Customer Behavior- Personalizing Customer Communications- Customer Service Capabilities- Designing and Implementing Successful CRM.

UNIT 4:

Sustaining Competitive Advantage: Supply Chain Process Integration- Review and Establish Supply Chain Strategies- Developing Supply Chain Performance Measure and asses Internal Integration of Key Processes- Extend Process Integration to Second Tier Supply Chain Partners- Performance Measurement

UNIT 5:

International Supply Chain Management: Introduction of International SCM- International Logistics Infrastructure – Methods of entry into Foreign Markets- International Contracts- Terms and Trades or Incoterms- Terms of Payments- Currency of Payments and Managing Transaction Risk- International Commercial Documents.

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

References

1. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan: Principles of Supply Chain Management, Cengage learning, New Delhi, 2009.
2. Sarika Kulkarni, Ashok Sharma: Supply Chain Management, Tata Mc Grawhill Education Private Limited, 2010.
3. David, Stewart: International Supply Chain Management, *Cengage* learning, New Delhi, 2007.
4. B. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009
5. G. Raghuram, N. Rangaraj: Logistics and Supply Chain Management, Mac Millan Business Books, New Delhi 2000.