



**D.N.R. COLLEGE OF ENGINEERING & TECHNOLOGY**  
**AUTONOMOUS**

**Approved by AICTE, New Delhi & Permanently Affiliated to JNTUK, Kakinada**  
**Accredited with A++ Grade by NAAC & Accredited by NBA (B. TECH – CSE,  
ECE & EEE)**

**Ph: 08816-221238 Email: [dnrcet@gmail.com](mailto:dnrcet@gmail.com) website:<https://dnrcet.org>**

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## **MASTER OF BUSINESS ADMINISTRATION**

**ADMITTED BATCH – 2024-25**

### **DR24 : II – I SYLLABUS**



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**II - I SEMESTER**  
**COURSE**  
**STRUCTURE & SYLLABUS**

**MASTER OF BUSINESS ADMINISTRATION**  
(Applicable for the batch admitted from 2024-25)



**D.N.R. COLLEGE OF ENGINEERING & TECHNOLOGY**  
**AUTONOMOUS**

**MASTER OF BUSINESS ADMINISTRATION**

BHIMAVARAM-534202, ANDHRA PRADESH (INDIA)



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**MASTER OF BUSINESS ADMINISTRATION**

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**MASTER OF BUSINESS ADMINISTRATION**

<b>II - I SEMESTER</b>							
S.No	Course Code	Courses	Marks	L	T	P	C
1	MB24C301	Strategic Management	100	4	0	0	4
2	MB24C302	Operations Research	100	4	0	0	4
3	MB24H301 MB24F301 MB24M301	Elective-1 <ul style="list-style-type: none"><li>• Learning and Development</li><li>• Investment and Portfolio Management</li><li>• Consumer Behavior</li></ul>	100	4	0	0	3
4	MB24H302 MB24F302 MB24M302	Elective-2 <ul style="list-style-type: none"><li>• Performance and Compensation Management</li><li>• Financial Markets and Services</li><li>• Retail Management</li></ul>	100	4	0	0	3
5	MB24H303 MB24F303 MB24M303	Elective-3 <ul style="list-style-type: none"><li>• Strategic Human Resource Management</li><li>• Taxation Management</li><li>• Customer Relationship Management</li></ul>	100	4	0	0	3
6	MB24H304 MB24F304 MB24M304	Elective-4 <ul style="list-style-type: none"><li>• Talent Acquisition and Management</li><li>• Banking institutions and financial reforms</li><li>• Advertising and Brand Management</li></ul>	100	4	0	0	3
7	MB24V301	Entrepreneur Project-III Submission of project proposal report to Govt. bodies and applying the proposal to Govt. agencies like(START-UPS/MSME /NABARD/IDBI/SISI) and the same may be submitted to the University with the acknowledgement.	50	0	0	4	2
<b>Total</b>			<b>650</b>	<b>24</b>	<b>0</b>	<b>4</b>	<b>22</b>

✓ **Note: The students opting for dual specialization must select Elective 1 and 2 from first specialization and 3 and 4 from second specialization in III semester.**

✓ **The students opting for dual specialization must select Elective 5 and 6 from first specialization and 7 and 8 from second specialization in IV semester.**

\* The project work documentation shall be checked with anti-plagiarism software (Turn it in).The permissible similarity shall be less than 30%.

The project shall be done in a chosen specialization (or) He/she can start his own business by showing the proofs such as GST certificate, owner of the firm etc...



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**MASTER OF BUSINESS ADMINISTRATION**

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**1. HUMAN RESOURCE MANAGEMENT**

<b>HRM</b>	<b>II-I Sem</b>	MB24H301	Learning and Development
		MB24H302	Performance and Compensation Management
		MB24H303	Strategic Human Resource Management
		MB24H304	Talent Acquisition and Management

**2. FINANCIAL MANAGEMENT**

<b>FINANCE</b>	<b>II-I Sem</b>	MB24F301	Investment and Portfolio Management
		MB24F302	Financial Markets and Services
		MB24F303	Taxation Management
		MB24F304	Banking institutions and financial reforms

**3. MARKETING MANAGEMENT**

<b>MARKETING</b>	<b>II-I Sem</b>	MB24M301	Consumer Behavior
		MB24M302	Retail Management
		MB24M303	Customer Relationship Management
		MB24M304	Advertising and Brand Management

**PROJECT:**

<b>ENTREPRENEUR PROJECT - III</b>	<b>II-I Sem</b>	MB24V301	Submission of project proposal report to Govt. bodies and applying the proposal to Govt. agencies like (START-UPS/MSME /NABARD/IDBI/SISI) and the same may be submitted to the University with the acknowledgement.
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II Year- I Semester	Course Code: MB24C301	L	T	P	C
		4	0	0	4

**STRATEGIC MANAGEMENT****DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION****UNIT-I**

**Introduction:** Concepts in Strategic Management, Strategic Management as a process—Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's Strategy – Crafting a strategy.

**UNIT-II**

**Environmental Scanning:** Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model,

**UNIT-III**

**Strategy Formulation:** Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies

**UNIT-IV**

**Strategy Implementation:** Strategy and Structure, Strategy and Leadership, Strategy and culture connection- Operationalising and institutionalizing strategy- Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

**UNIT-V**

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

**References**

1. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
2. Kazmi: Strategic Management and Business Policy, Tata Mc GrawHill,2009
3. R.Srinivasn: Strategic Management ,PHILearning,NewDelhi,2009
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009

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II Year- I Semester	Course Code: MB24C302	L	T	P	C
		4	0	0	4
OPERATIONS RESEARCH					

**UNIT I:**

Importance-The History of OR-Definition-Features-Scope of Operations Research-Linear Programming: Introduction- Advantages of using LP-Application areas of LP-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.

**UNIT II:**

Transportation, Assignment Models: Definition and application of the transportation model, Methods for Finding initial solution- tests for optimality – variations in transportation problem, the Assignment Model, Travelling Salesman Problem.

**Unit-III:**

Dynamic Programming– Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

**Unit – IV:**

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

**Unit-V:**

CPM&PERT 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. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
3. Kalavarthy, S.Operations Research, Vikas Publishers House PvtLtd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITB Spublishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
6. Richard Bronson & Govindasami Naadimuthu, SCHAUM'S OUTLINE OF THEORY & PROBLEMS OF Operations Research, 2nd Ed., Tata Mc Graw-Hill Edition,
7. J K Sharma Operation Research–Theory and Applications, MacMillan.

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II Year- I Semester	Course Code: MB24H301	L	T	P	C
		4	0	0	3
II - I SEMESTER ELECTIVES HUMAN RESOURCE MANAGEMENT LEARNING AND DEVELOPMENT					

1. Understand foundations of L&D and its strategic significance.
2. Understand Theories of Learning and Instructional Design.
3. Learn to assess training need sat multiple organizational levels.

**Unit I: Introduction to Learning and Development**

Definition, Scope and Importance of Learning and Development in Organisational growth- Evolution of Training and Development- L&D as a Strategic Business Partner- The Learning Organisation (Peter Senge's Principles)-Learning Styles.

**Unit II: Theories of Learning and Instructional Design**

Adult learning theories (Andragogy)-Principles of Instructional Design (ADDIE Model,SAM)-Learning Objectives(Bloom'sTaxonomy)-DesigningTrainingContent-SelectingDeliveryMethods(classroom, e-learning, blended)-Role of Learning Management System(LMS).

**Unit III: Training Needs Assessment (TNA)**

Purpose and Importance of TNA-Process of Training Needs Identification-Organizational, Task and Person Analysis-Methods for conducting TNA (Surveys, Interviews, Focus Groups and Job Analysis)- Identifying skill gaps and competency Mapping- Aligning TNA with Business Goals.

**UNIT IV: Designing training and Evaluation of Training Effectiveness**

Setting training objectives- Developing training content and Materials-Selecting training methods- Importance of evaluating training programs-Methods of training evaluation- Feedback mechanisms and continuous improvement.

**UNIT V: Career and Leadership Development**

Career Planning and development initiatives- Succession Planning and talent management- Leadership development programs-Coaching and mentoring in organizations –Contemporary issues in Learning and Development- Digital transformation, Gamification, Mobile learning, Diversity and inclusion in training programs- Ethical considerations in L&D.

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

**Reference Books:**

1. Raymond A.Noë, **Employee Training and Development**,2024, 9<sup>th</sup> Edition, Mc Graw-Hill Education
2. Rosemary Harrison, Learning and Development, Latest CIPD Edition (2023), Chartered Institute of Personnel and Development (CIPD), UK
3. Kathy Beevers & Andrew Rea, Learning and Development Practice in the Workplace,4th Edition(2022), Kogan Page / CIPD Publishing
4. B.Janakiram & D.Ravindra,Training and Development: Text, Research and Cases,2nd Edition (2023), Biztantra / Dream tech Press



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II Year- I Semester	Course Code: MB24H302	L	T	P	C
		4	0	0	3
PERFORMANCE AND COMPENSATION MANAGEMENT					

**Unit-I:**

Introduction to Performance Management- Definition-Significance-Objectives-Evaluation of Performance Management Systems (PMS)-Distinction between performance appraisal and performance management- Key Performance Areas(KPAs) and Key Result Areas(KRAs)- Performance Standards and goal setting-Competency Mapping and assessment- Strategies for effective performance management.

**Unit-II:**

Performance Management Cycle: Performance Planning –Performance monitoring and feedback- Performance Appraisal and Evaluation-Performance review and Development- Tools and Techniques of Performance Appraisal. Planning Individual Performance- Strategic Planning – Linkages to strategic planning- Barriers to performance planning.

**Unit-III:**

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-IV:**

Compensation Management: Concept and definition – objectives and dimensions of Compensation Management- Components of Compensation – factors influencing compensation –Role of compensation and Reward in Modern Organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Theoretical Foundations of Compensation.

**UNITV:**

Compensation Structure: Developing salary structures and pay grades- Market based pay structures- Internal equity and external competitiveness- Executive Compensation- Components and design of executive pay packages- long – term incentives and executive compensation. Incentive plans and benefits - Employee benefits and services. Linking compensation to employee engagement and retention.

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 Ronald 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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II Year- I Semester	Course Code: MB24H303	L	T	P	C
		4	0	0	3
STRATEGIC HUMAN RESOURCE MANAGEMENT					

**Course Objectives**

- Understand the concept and significance of SHRM.
- Apply SHRM principles to align HR strategy with business goals.
- Evaluate the role of HR analytics in strategic decision-making.
- Formulate HR strategies for talent management, performance management, and organizational development.
- Assess the impact of global trends and challenges on SHRM practices.

**Course outcomes:**

1. Understand the strategic role of HR.
2. Aligning HR strategy with business strategy.
3. Develop strategic performance and compensation system.
4. Navigate global and ethical challenges in SHRM.

**UNIT-I**

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.

**UNIT-II**

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.

**UNIT-III**

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-IV**

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

**UNIT-V**

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. Fombrun 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  
[www.universityupdates.in](http://www.universityupdates.in)||[www.android.universityupdates.in](http://www.android.universityupdates.in)||  
[www.ios.universityupdates.in](http://www.ios.universityupdates.in)[www.universityupdates.in](http://www.universityupdates.in)||[www.android.universityupdates.in](http://www.android.universityupdates.in)||  
[www.ios.universityupdates.in](http://www.ios.universityupdates.in) University Updates
5. Srinivas R Kandula "Strategic Human Resource Development" PHI Learning PVT Limited, New Delhi 2009
6. Dreher, Dougherty "Human Resource Strategy" Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008

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II Year- I Semester	Course Code: MB24H304	L	T	P	C
		4	0	0	3
TALENT ACQUISITION AND MANAGEMENT					

**Course Objectives:** To facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations.

**Contents:****Unit I:**

**Introduction to Talent Acquisition:** Definition and Scope of Talent and Talent Management, Importance of Talent Management, historical context of talent management, Challenges and Dilemmas, Workforce Planning and forecasting. Talent acquisition in the context of globalization and gig economy.

**Unit II:**

**Job Analysis and Employer Branding:** Job Analysis- Process- Methods. Job description and Job Specification. Competency based job profiling- Employer Branding- Concepts, strategies and best practices. Employee Value Proposition (EVP).

**Unit III:**

**Sourcing and Recruitment Strategies:** Internal Vs External Sourcing-Recruitment Methods- Social media recruitment –Use of AI and HR analytics in sourcing- Talent pools and Pipelines- Recruitment Process Outsourcing (RPO).

**Unit IV:**

**Selection and On boarding:** Selection tools -Resumes, Application forms, Interviews (Types), Psychometric Tests-Assessment Centers, Group Discussions, Case Interviews- Reference & background checks-Legal and ethical issues in selection-Effective on boarding practices – strategic importance and design. Diversity and Talent. Talent management and future directions

**Unit V:**

**Metrics and Evaluation in Talent Acquisition:** Key Recruitment Metrics- Cost per hire, Time to fill, Quality of hire, Offer acceptance rate. Recruitment Analytics and Dashboards. Retention vs Acquisition. Future of Talent Acquisition –AI, Automation, Remote hiring, DEI in hiring

**Suggested Readings:**

1. Collings, D.G., Mellahi, K.& Cascio,W.F.(2017).The Oxford Handbook of Talent Management: Oxford University Press.
2. Wilcox, M.(2016).Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
3. Sparrow, P., Scullion, H. & Tarique,I.(eds)(2014)Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
4. Sparrow,P., Hird, M.,and Cooper,C.L.(2015).

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II Year- I Semester	Course Code: MB24F301	L	T	P	C
		4	0	0	3
II- I SEMESTER ELECTIVES (FINANCIAL MANAGEMENT)  INVESTMENT AND PORTFOLIO MANAGEMENT					

**Course Objective:**

- 1) provides a broad overview of investment management, focusing on the application of Finance theory to the issue faced by portfolio managers and investors in general and
- 2) To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

**Course Outcomes:**

At the end of this course students should be able to:

- 1) To provide a theoretical and practical background in the field of investments.
- 2) Designing and managing the bond as well as equity portfolios in there award.
- 3) Valuing equity and debt instruments.
- 4) Measuring the portfolio performances

**Unit-I:**

**Concept of Investment:** Investment Vs Speculation, and Security Investment Vs Non- Security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY

**Unit-II:**

**Return and Risk:** Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk- Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares

**Unit-III:**

**Fundamental Analysis:**–Economy, Industry and Company Analysis, Technical Analysis– Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis -Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

**Unit-IV:**

**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.

**Unit-V:**

**Performance Evaluation of Portfolios:**–Sharpe Model–Treynor- Jensen's Model-Fama Decomposition - Evaluation of Mutual Fund.

**Suggested Readings:**

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Satyanarayana, Security Analysis and Portfolio Management, Discovery Publishing House, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
5. Reilly Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
6. Bodie, Kane, Marcus and Mohanty, Investments, Tata Mc Graw Hill, New Delhi
7. Peter Lynch, One Up on Wall Street, Simon & Schuster Paper backs, New York
8. Sharpe W, Alexander, GJ., & Bailey JV., Investments, TMH, New Delhi
9. Avadhani, VA, SAPM, Himalaya Publishers.
10. Bhalla, VK Investment Management, S.Chand., New Delhi
11. Preeti Singh, Investment Management, Himalaya Publishers.
12. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi

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II Year- I Semester	Course Code: MB24F302	L	T	P	C
		4	0	0	3
FINANCIAL MARKETS AND SERVICES					

**Course Objectives:**

- 1) Evaluate empirical evidence of market performance, and contrast it with theories of market performance.
- 2) Research and analyze specific problems or issues related to financial markets and institutions.
- 3) Exploring the international integration of international financial markets and analyzes the implications for financial managers.

**Course Outcomes:**

- 1) To familiarize with the Indian financial system through knowing the types of various financial institutions, instruments and financial markets.
- 2) To understand the various constituents of capital markets, functioning of capital markets and regulatory mechanisms associated with capital markets.
- 3) To understand the various types of Financial Services and to appreciate the role of financial services in economic development.
- 4) To understand the various types of Non-Banking Financial Companies (NBFCs) and to appreciate the role of financial services in economic development.
- 5) To know various legislations relating with financial sector and there commendations of various committees suggesting financial reforms.

**UNIT I**

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

**UNIT II**

**Financial Services:** Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning- Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

**UNIT III**

**Venture Capital:** Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Micro finance models: Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions.

## UNIT IV

**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 V

**Mutual Funds:** Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations- role of NSDL and CSDL.

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

### **Suggested Readings:**

- 1) Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
  - 2) Satyanarayana, Financial Markets and Services Discovery Publishing House, New Delhi
  - 3) V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
  - 4) DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
  - 5) Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
  - 6) Edminister R.D., Financial Institution, Markets and Management.
  - 7) Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
  - 8) Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
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II Year- I Semester	Course Code: MB24F303	L	T	P	C
		4	0	0	3
TAXATION MANAGEMENT					

**Course Objective:**

- 1) This course aims at introducing Indian tax system, various heads of income and tax planning with reference to salaried persons.
- 2) Students will also get an overview of income tax department's web site and how to file return.
- 3) Students will learn legal ways of minimizing tax liability by making use of various tax exemptions and deductions.

**Course Outcomes:**

After doing this course student will be able to:

- 1) Calculate income under various heads.
- 2) Compute tax income.
- 3) Make tax plan for individual.
- 4) File tax return

**Unit-I:**

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

**Unit-II:**

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

**Unit III:**

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

**Unit IV:**

**Corporate Taxation-** Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

**Unit V:**

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

**Suggested Readings:**

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

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II Year- I Semester	Course Code: MB24F304	L	T	P	C
		4	0	0	3
BANKING INSTITUTIONS AND FINANCIAL REFORMS					

**Course Objectives:**

- 1) To introduce students to the Indian financial system & Banking system
- 2) To enrich student's understanding of the fundamental concepts and banking reforms
- 3) To equip students with the knowledge and skills necessary to become employable in the Banking sector.

**Course outcome:**

- 1) Subjects give overview of financial system to students such as flow of funds in financial system, financial system and economic development.
- 2) Students learn different financial system and their framework and reforms
- 3) Students study non-banking financial institutions, their role in financial system, sources of finance and RBI guidelines.
- 4) Students learn the concept of financial reforms and its importance in rural economy.

**Unit – I:**

**Financial System in India:** Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions- financial sector reforms.

**Unit – II:**

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

**Unit – III:**

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

**Unit – IV:**

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

**Unit – V:**

**Financial sector reforms:** Reforms in banking sectors – Reforms in Debt market – reforms in foreign exchange market – Monetary reform- currency reforms – crypto currency regulations

**Suggested Readings:**

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

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II Year- I Semester	Course Code: MB24M301	L	T	P	C
		4	0	0	3
II- I SEMESTER ELECTIVES  (MARKETING MANAGEMENT)  <b>CONSUMER BEHAVIOR</b>					

**Course Objective:** This course is aimed at understanding the consumer behavior under different circumstances and its implications on marketers to achieve organizational success.

**UNIT I** - Introduction to Consumer Behavior: Understanding consumers and market segments, Evolution of consumer behavior, Models of Buyer Behavior, Consumer Black box model – Howard Model, Howard-Sheth Model, Webster and Wind Model.

**UNIT II** - Consumer as an individual - 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.

**UNIT III** - Consumer in social context: Social and Cultural Environment, Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family influences.

**UNIT IV** - Consumer as decision maker: Consumer decision making process - High and Low Involvement - Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior - Diffusion of innovation -Communication and Consumer Behavior –Designing persuasive communication.

**UNIT V** - Consumerism: The roots of consumerism – Consumer safety – consumer privacy – consumer information, legislative responses to consumer is mand marketer responses to consumer issues – 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.

**REFERENCES:**

1. LeonG.Schiffman,JosephWisnblit,S.RameshKumar,PearsonIndia,2016
2. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behavior” Textand Cases”, TMH, NewDelhi, 2012.
3. RamanujMajumdar:“ConsumerBehaviorinsightfromIndianMarket”,PHILearning, New Delhi, 2011
4. David L Loudon and Albert J Della Bitta, “Consumer Behavior” 4/e, TMH,New Delhi,2002
5. M.S.Raju:“ConsumerBehaviorConcepts,applicationsandCases”,VikasPublishing House, New Delhi, 2013.

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II Year- I Semester	Course Code: MB24M302	L	T	P	C
		4	0	0	3
RETAIL MARKETING					

**Objectives**

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process, and
- To have an understanding of merchandise process

**UNIT-I:**

An overview of Retailing-Types of stores-Product Retailing vs. Service Retailing- Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

**UNIT-II:**

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout – visual merchandising – elements of visual merchandising.

**UNIT-III:**

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation- Assortment planning, buying and vendor relations-Merchandise pricing  
- Price strategies-Psychological pricing-Mark-up and markdown strategies.

**UNIT-IV:**

Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity – Push and Pull strategies in retailing -Retail selling process - Retail database- In-store customer service

**UNIT-V:**

Globalization and changing retail formats–Online retailing-International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer- made stores, interactive kiosk 'shopping arcades')

**REFERENCES**

1. Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi. 2010
2. Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, Oxford University Press, New Delhi. 2009
3. Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, Tata McGraw-Hill Publishing company, New Delhi, 2008
4. Ron Hasty and James Reardon, RETAIL MANAGEMENT. McGraw-Hill Publication, International Edition. Fernie, PRINCIPLES OF RETAILING, Elsevier Publishing, 2010.

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II Year- I Semester	Course Code: MB24M303	L	T	P	C
		4	0	0	3
CUSTOMER RELATIONSHIP MANAGEMENT					

**Course Objective:** The objective of this course is to provide students with a comprehensive understanding of Customer Relationship Management (CRM) as a strategic tool to enhance customer satisfaction, loyalty, and long-term profitability. The course aims to equip learners with knowledge of CRM principles, technologies, and practices that help businesses acquire, retain, and grow their customer base.

**Unit-I**

Customer Relationship Management Fundamentals: Definition and Significance of CRM – Critical success factors for a winning CRM program – Emergence of CRM practice – CRM Strategy, Stages of relationship–Issues of relationship–CRM cycle–Customer Life Time Value – 7 C's of CRM - Application areas.

**Unit-II**

Building Customer Relationship Management and CRM Implementation: Requisites for Effective Customer acquisition – Customer Knowledge Management for Effective CRM – Customer Retention Process – Strategies to Prevent Defection and Recover Lapsed Customers – CRM framework for Implementation – Implementing CRM process – The dynamics of Relationships, The relationship oriented organization - Integration of CRM with ERP System – Barriers to effective CRM – Gartner's Competency model of CRM

**Unit – III**

Functional Components of CRM: Database Management in CRM – Relationship data management-Database Construction – Data Warehousing – architecture of Data Warehousing - Data Mining Characteristics – Data Mining tools and techniques – Meaning of Call Centre – Significance and Advantages of Call Centre – Multimedia Contact Centre - Important CRM software for Multimedia Contact Centre

**Unit – IV**

Sales Force Automations (SFA): Definition and need of Sales Force Automation – Barriers to successful Sales Force Automation – functionality and technological aspect of Sales Force Automation – data synchronization – flexibility and performance – Impact of CRM on Marketing Channels–Meaning–How does the traditional distribution channel structure support customer relationship – Influence of the channels on pricing and the formation of relationships–The relationship policy to improve size, quality and relationship with the customer base - emerging channel trends that impact CRM

**Unit – V**

Trends and Issues in CRM: CRM in e- business (B2B & B2C) –Measuring the Effectiveness of CRM– Factors Influencing the future of CRM–E-CRM Min Business– Features of e-CRM – Advantages of e-CRM. The best CRM implementation strategies – Privacy and ethics Consideration in CRM implementation

**REFERENCES:**

1. V. Kumar Werner Reinartz– Customer Relationship Management-Concept, Strategy, and Tools Third Edition – springer
2. EdPeelen: “Customer Relationship Management” Pearson, Education
3. Roger J Baran, Robert J Galka and Daniel P Strunk:“Customer Relationship Management” Cengage learning
4. S.Shanmuga sundaram:“Customer Relationship Management” Prentice Hall of India.
5. Alok Kumar,Chabbi Sinha & Rakesh Kumar–Customer Relationship Management: Concepts and application – Biztantra, Delhi,2007
6. H.Peeru Mohammad, A/ Sagadevan – Customer Relationship Management – A step by step approach, Vikas publishing house Pvt. Ltd, Delhi, 2008

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II Year- I Semester	Course Code: MB24M304	L	T	P	C
		4	0	0	3
ADVERTISEMENT AND BRAND MANAGEMENT					

**Course Objective:** Expose the students to the dynamism of advertising and brand management and equip them to be able to manage the advertising and branding activities in the business scenario.

**Unit I**

**Basics of Advertising:** definition importance and nature; Communication model; Persuasion Process— perception, learning and attitude change and their impact on advertisements; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.

**Unit II - Developing Advertising Campaign:** Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling.

**Unit III**

Organization and Evaluation of Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness. Branding concepts- definition of brand, Importance of branding Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. Corporate branding: Major branding decisions.

**Unit IV**

Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

**UnitV**

Managing Brand Equity and Loyalty: Brand Building in Different Sectors- Customers, industrial, retail and service brands. Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

**REFERENCE:**

1. S.H.H Kazmi and Satish K.Batra : Advertising and sales promotion, Excel books Cowley.  
D: Understanding Brands, ,Kogan Page Ltd
2. George E.Belch & Michael A.Balch: Advertising and Promotion, TMH
3. Aaker, Myers & Batra: Advertising Management, Prentice Hall.
4. Wells, Moriarity & Burnett: Advertising Principles & practices, Prentice Hall.





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## **MASTER OF BUSINESS ADMINISTRATION**

**ADMITTED BATCH – 2024-25**

# **DR24 : II – II SYLLABUS**



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**II-II SEMESTER**  
**COURSE**  
**STRUCTURE & SYLLABUS**

**MASTER OF BUSINESS ADMINISTRATION**  
(Applicable for the batch admitted from 2024-25)



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**MASTER OF BUSINESS ADMINISTRATION**

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1	II-II Semester Course Structure
2	List of courses offered
3	Specialization wise subjects (II semester)



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### MASTER OF BUSINESS ADMINISTRATION

#### II - II SEMESTER

S.No	Course Code	Courses	Marks	L	T	P	C
1	MB24C401	Corporate Legal Framework	100	4	0	0	4
2	MB24C402	Supply Chain Management	100	4	0	0	4
3	MB24H401 MB24F401 MB24M401	Elective–5 <ul style="list-style-type: none"> <li>• Labor Welfare and Employment laws</li> <li>• Corporate Strategic Finance</li> <li>• Green Marketing</li> </ul>	100	4	0	0	3
4	MB24H402 MB24F402 MB24M402	Elective–6 <ul style="list-style-type: none"> <li>• International HRM</li> <li>• Risk Management</li> <li>• Marketing Research</li> </ul>	100	4	0	0	3
5	MB24H403 MB24F403 MB24M403	Elective–7 <ul style="list-style-type: none"> <li>• Employee Relations and Workplace Culture</li> <li>• Global Financial Management</li> <li>• Services Marketing</li> </ul>	100	4	0	0	3
6	MB24H404 MB24F404 MB24M404	Elective–8 <ul style="list-style-type: none"> <li>• Human Capital Management</li> <li>• Financial Derivatives</li> <li>• Sales and Distribution Management</li> </ul>	100	4	0	0	3
7	MB24V401	Main project Submission and Viva-Voce	100	0	0	6	3
Total Marks/Credits			700	24	0	6	23
			3050				111

✓ **Note: The students opting for dual specialization must select Elective 1 and 2 from first specialization and 3 and 4 from second specialization in III semester.**

✓ **The students opting for dual specialization must select Elective 5 and 6 from first specialization and 7 and 8 from second specialization in IV semester.**

\* The project work documentation shall be checked with anti-plagiarism software (Turn it in). The permissible similarity shall be less than 30%.

The project shall be done in a chosen specialization (or) He/she can start his own business by showing the proofs such as GST certificate, owner of the firm etc...



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#### **4. HUMAN RESOURCE MANAGEMENT**

<b>HRM</b>	<b>II-II Sem</b>	MB24H401	Labor Welfare and Employment laws
		MB24H402	International HRM
		MB24H403	Employee Relations and Workplace Culture
		MB24H404	Human Capital Management

#### **5. FINANCIAL MANAGEMENT**

<b>FINANCE</b>	<b>II-II Sem</b>	MB24F401	Corporate Strategic Finance
		MB24F402	Risk Management
		MB24F403	Global Financial Management
		MB24F404	Financial Derivatives

#### **6. MARKETING MANAGEMENT**

<b>MARKETING</b>	<b>II-II Sem</b>	MB24M401	Green Marketing
		MB24M402	Marketing Research
		MB24M403	Services Marketing
		MB24M404	Sales and Distribution Management

#### **PROJECT:**

<b>MAIN PROJECT</b>	<b>II-II Sem</b>	MB24V401	Main project Submission and Viva-Voce
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II Year- II Semester	Course Code: MB24C401	L	T	P	C
		4	0	0	4
CORPORATE LEGAL FRAMEWORK					

**Objective:** The course is designed to assist students in understanding basic laws affecting a Business Enterprise.

**UNIT-I:**

Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essentials elements of a valid contract— performance of a contract—Discharge of a contract—Void agreements- Breach and remedies of a contract.

**UNIT-II:**

The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale— Sale and Agreement to sell— Conditions and Warranties—Transfer of property Performance of a contract of sale—Unpaid seller- Negotiable instrument act 1881—Foreign exchange management Act 1999 – Environment Protection Act 1986

**UNIT-III:**

The Indian Partnership Act, 1932: Meaning and Essentials of partnership-- Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations of parties to third parties—Dissolution-Elements of Partnership-Types of Partner-Position of Minor as a -Partner -Types of Partnerships - Formation and Registration of Partnership – Relation of Partners to One another - Duties of Partners - Dissolution - Limited Liability Partnership Act, 2008

**Unit-IV:**

The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery For redressal of Grievances—Remedies available to injured consumers – Information Technology Act, 2000 – Essential commodities Act, 1995 -

**UNIT-V:**

The Companies Act, 1956: Nature and Registration—Kinds of Companies—Mode of Incorporation-Memorandum of Association—Article of Association—Kinds of Shares— Powers and duties of Directors—winding up- - Types of Companies in Company Law -Rules of Allotment -Transfer and Transmission of Shares -Statutory Meeting - Annual General Meeting - winding up Transfer and Transmission of Shares

**SUGGESTED BOOKS:**

1. N.D. Kapoor— Commercial Law—Sultan and publishers, New Delhi.
2. S N Maheswaru & Suneed Maheswari—Commercial Laws— Mayoor Paper Backs—NOIDA
3. Satyanarayana—Corporate Company Law Discovery Publishing House, New Delhi
4. Tulisian P.C.—Business Laws—Tata Mc Graswhill Publishing house-New Delhi
5. Kucchal—Business Law—Vikas Publishing House, New Delhi.
6. Avatar Singh—Mercantile Law--EBC—New Delhi.

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II Year- II Semester	Course Code: MB24C402	L	T	P	C
		4	0	0	4
SUPPLY CHAIN MANAGEMENT AND ANALYTICS					

**UNIT-I**

Basics of Supply Chain Management: Introduction to Supply Chain Management – Evolution- Different views of Supply Chain – Supply Chain Strategy – Supply Chain Drivers – Developing Supply Chain Strategy- Strategic fit in Supply Chain. Analytics in Supply Chain Management

**UNIT – II**

Supply Chain Analysis - Types of Supply Chains - Advanced Planning - Structure of Advanced - Planning Systems-Strategic Network Planning - Demand Planning - Master Planning - Demand Fulfillment and ATP - Production Planning and Scheduling Purchasing and Material Requirements Planning Distribution and Transport – Planning - Coordination and Integration -Collaborative Planning.

**UNIT–III**

Set covering and Set Partitioning Problems, Travelling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms.

**UNIT-IV**

Fuzzy Logic and Techniques-Application in SCM-Recent issues in SCM: Role of computer/IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management.

**UNIT-V**

Inventory Management in Supply Chain- Network Design in Supply Chain-Alternative Channels of Distribution- Location Decisions in Supply Chain-Implementing Advanced Planning Systems – The Definition of a Supply-Chain Project-The Implementation Process- S C Mina Pharmaceutical – Company Food and Beverages - Computer Assembly Semiconductor – Manufacturing.

**Suggested Readings:**

1. Mohanty R.P,S.G Deshmuki—Supply Chain Management IBiztantra ,New Delhi
2. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

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II Year- II Semester	Course Code: MB24H401	L	T	P	C
		4	0	0	4
II-II SEMESTER ELECTIVES (HUMAN RESOURCE MANAGEMENT)					
LABOR WELFARE AND EMPLOYMENT LAWS					

**UNITI:**

Labour Welfare: Introduction to Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Classification- Evolution of labour welfare in India- Impact of ILO on labour welfare in India. Welfare Officers 'Role, Status and Function, Signs of poor welfare

**UNITII:**

Labour Legislation: Objectives- Principles- Classification- Evaluation of Labour legislation in India-Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate – Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours – Provisions Relating to Hazardous Processes- Annual Leave with Wages-Special Provisions- Obligations by Employer and Employee - Offences and Penalties.

**UNITIII:**

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

**UNITIV:** Industrial Relations Legislation: Industrial Disputes Act 1947 Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration–Types of Strikes and Lock-outs Wages for Strike and Lock-out Period– Change in Conditions of Service.

**UNITV:** Industrial Employment (standing orders) Act 1946: Certification of Draft Standing Orders– Appeals–Date of Operation of Standing Orders–Posting of Standing Orders– Payment of Subsistence Allowance. Trade Unions Act 1926.The New Labor Codes: Code on Wages 2019, industrial relations code 2020, code on social security 2020, occupational safety, health and working conditions code 2020.

**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
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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II Year- II Semester	Course Code: MB24H402	L	T	P	C
		4	0	0	3
INTERNATIONAL HUMAN RESOURCE MANAGEMENT					

**UNIT I**

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

**UNIT II**

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

**UNIT III**

Cross Culture Management: Importance – Concepts and issues – Understanding Diversity – Managing Diversity Cross- Cultural Theories – Hofstede's Model – Kluckhohn – Strodthbeck Model – Andre- Laurent's Theory – Cultural Issues. Considerations - Problems – Skill building methods–Cross Culture Communication and Negotiation– Cross Culture Teams. Talent crunch – Indian MNCs and Challenges.

**UNIT IV**

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

**UNIT V**

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

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

**References:**

1. Subba Rao P:—International Human Resource Management, Himalaya Publishing House, Hyderabad, 2011
2. Nilanjan Sen 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 HTayeb:—International Human Resource Management, Oxford Universities Press, Hyderabad, 2012.

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II Year- II Semester	Course Code: MB24H403	L	T	P	C
		4	0	0	3
EMPLOYEE RELATIONS AND WORKPLACE CULTURE					

**UNITI:**

Industrial Relations Management: Concept-meaning and scope of IR-system frame work- Theoretical perspective- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Globalization and IR-Recent Trends in Industrial Relations

**UNITII:**

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India -Union Recognition- Union Problems-Employees Association- Collective Bargaining –Characteristics- Importance-Principles-The process of CB-Participation in the bargaining Process-Essential conditions for the success of collective bargaining –Negotiating techniques and skills.

**UNITIII:**

Employee Grievances: Causes of Grievances – Grievances Redressal Machinery – Discipline in Industry - Measures for dealing with Indiscipline–Standing Orders- Code of Discipline.

**UNITIV:**

Industrial Disputes: Meaning, nature and scope of industrial disputes-Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

**UNIT V:** Ethics, Diversity and Inclusion in Workplace Culture: Ethical issues in ER, Corporate culture and ethical leadership, Workplace diversity and inclusion, DEI strategies, Role of HR in ethical and inclusive culture building.

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

**References**

- 1.C.SVenkataratnam:—Industrial Relations, Oxford University Press, New Delhi,2011
2. Sinha:—Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013
3. Mamoria:—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, Mac Millon Publishers, New Delhi, 2011.

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II Year- II Semester	Course Code: MB24H404	L	T	P	C
		4	0	0	3
HUMAN CAPITAL MANAGEMENT					

**Unit I**

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

**Unit II**

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

**Unit III**

Accounting Aspects of Human Capital – Value Based Models: Value Based Models- Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

**Unit IV**

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

**Unit V**

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

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

**Suggested Readings:**

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

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II Year- II Semester	Course Code: MB24F401	L	T	P	C
		4	0	0	3
II-II SEMESTER ELECTIVES (FINANCIAL MANAGEMENT)  CORPORATE STRATEGIC FINANCE					

**Course Objective:**

- 1) To orient on various aspects in corporate financial management.
- 2) To elaborate on the role of finance manager for making better investment decisions.
- 3) To impart knowledge of various aspects in corporate Strategic Investment Decisions.
- 4) To discuss in detail the aspects pertaining to corporate Strategic Financing Decisions.
- 5) To elucidate the practical aspects of Mergers, Acquisitions and Value Based Management.

**Course Outcome:****Students will be able to:**

- 1) Understand financial strategy and control of a company.
- 2) Learn the relevance of risk and uncertainty in making corporate strategic decisions.
- 3) Learn various aspects of corporate capital budgeting.
- 4) Understand the corporate capital structure, dividend policy, financial distress, restructuring.
- 5) Identify the different diversification strategies and mergers and acquisitions.

**Unit-I:**

Introduction of corporate finance – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

**Unit-II:**

Sources of corporate funding: Governing Regulatory Framework for share capital Debt securities – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

**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.

**Unit-IV:** Corporate 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.

**Unit-V:** Corporate 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.

**Suggested Readings:**

1. VanHorn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.
5. Satyanarayana, Strategic Financial Management Discovery Publishing House, New Delhi
6. GP Jakarthiya, Strategic Financial Management, Vikas, New Delhi
7. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
8. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

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II Year- II Semester	Course Code: MB24F402	L	T	P	C
		4	0	0	3
INTERNATIONAL TRADE AND FINANCE					

**Objectives**

- To make the students well aware about the formalities associated with International trade
- To make the students aware of the documentation of International Trade and
- To make the students aware of the FOREX market and Export Promotion Schemes.

**UNIT-I:** International Trade –Benefits – Basis of International Trade – Foreign Trade and Economic Growth–Balance of Trade–Balance of Payment–Current Trends in India–Barriers to International Trade – Indian EXIM Policy.

**UNIT-II** Export and Import Finance: Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

**UNIT-III** Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting – Law of one price – PPP theory – Interest Rate Parity – Exchange rate Forecasting.

**UNIT-IV** Export Trade Documents: Financial Documents –Bill of Exchange– Type– Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multi modal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

**UNIT-V** Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

**REFERENCES**

1. Jeevanandam.C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi,2008
2. Sumathi Varma, INTERNATIONAL BUSINESS, Ane, Delhi,2010



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II Year- II Semester	Course Code: MB24F403	L	T	P	C
		4	0	0	3
GLOBAL FINANCIAL MANAGEMENT					

**Courses Objectives:**

- 1) To study the role that international trade and investment, currency movements, Derivative instruments, hedging strategies, international financial markets, and International agreements and institutions play in the management of multinational Corporations.
- 2) To provide an understanding of both the key features of foreign exchange markets and the actual problems of multinational corporations.
- 3) To understand the importance of balance of trade and balance of payments to the development of macroeconomic policy.
- 4) To distinguish among alternative derivative instruments and different types of exposures multinational corporations face while using derivative instruments.
- 5) To evaluate cross-border investment opportunities, and describe a multinational firm's decision- making process for investment and tax policies.

**Course Outcomes:**

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

- 1) Outline the concepts of applied international financial management and its scope.
- 2) Analyse the evolution of the global monetary system and related world bodies.
- 3) Examine the relationships that exist between national stock markets, currency markets and interest rate markets.
- 4) Develop critical, analytical problem-based learning skills and transferable skills to prepare for postgraduate employment in international financial management.
- 5) Demonstrate the techniques of International capital budgeting, International capital structure and cost of capital and International financing.

**Unit I:**

International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

**Unit II:**

Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts.

**Unit III:**

Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

**Unit IV:**

Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

**UnitV:**

International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting

**Suggested Readings:**

1. Buckley Adrin, Multinational Finance, 3<sup>rd</sup> Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B. Janakiram, International Financial Management, WileyIndia, New Delhi.
3. Clark, International Financial Management, Cengage,ND
4. V.Sharan, International Financial Management, 3<sup>rd</sup> Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. Satyanarayana, Global Financial Management, Discovery Publishing House,New Delhi
7. P.G.Apte, International Financial Management, Tata Mc Grw Hill,3<sup>rd</sup> Edition.
8. Bhalla,V.K., International Financial Management, 2<sup>nd</sup> Edition, New Delhi, Anmol, 2001.
9. V.A. Avadhani, International Financial Management, Himalaya Publishing House.

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II Year- II Semester	Course Code: MB24F404	L	T	P	C
		4	0	0	3
FINANCIAL DERIVATIES					

**COURSEOBJECTIVES**

- 1) To predict the price movement in the stock market and to provide commitments to prices for future dates to give protection against adverse movements in future prices.
- 2) To understand the basics of the various instruments operating in the stock market along with their trading mechanism and regulations.
- 3) To develop various pricing models of stock prices, trading, hedging of options and Management of derivative exposure.

**COURSEOUTCOMES**

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

- 1) Students will be able to analyze the risks in different financial markets.
- 2) Acquire ability to selection of various options and then can apply them to specific markets.
- 3) Student will be able to strategically manage the financial derivatives.

**Unit-I:**

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

**Unit-II:**

Forward Market: Concept- features of forward contract – classification of forward contracts-forward trading mechanism – determination of forward prices – valuing forward contracts – forward prices vs futures prices- payoff from the forward contracts – foreign currency forwards – pricing currency forward contracts.

**Unit-III:**

Futures Market: Features of Futures –Differences between Forwards and Futures – Financial Futures – Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts- Value at Risk (VaR)- Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

**Unit-IV:**

Options Market: – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options Factors Affecting Options pricing- Put-Call Parity Pricing Relationship - Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model

**Unit-V:**

Swaps Markets:– Meaning – Overview – The Structure of Swaps– Interest Rate Swaps –Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps

**Suggested Readings:**

1. Hull C. John, —Options, Futures and Other Derivatives, Pearson Education Publishers,
2. David Thomas. W & Dubofsky Miller Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata Mc Graw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options, Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K. Parameswaran, —Futures Markets: Theory and Practice, Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE Manual of Indian Futures & Options & [www.sebi.com](http://www.sebi.com)
10. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

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II Year- II Semester	Course Code: MB24M401	L	T	P	C
		4	0	0	3
II-II SEMESTER ELECTIVES (MARKETING MANAGEMENT)  GREEN MARKETING					

**Course Objectives:**

To make the student understand the concept of Green Marketing and Green Products

**Unit I**

Green Marketing and Green Product: Introduction to green marketing-strategic green planning- environment and consumption- Green Product- Green Behavior- Five shades of green consumers segmenting consumers -Green consumer's motives- Buying strategies- Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging Contemporary Government policies and subsidies that aids green product development.

**Unit II**

Green Marketing Concepts: Green Spinning–Green Selling–Green Harvesting– Environmental Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index

**Unit III**

Purchase Decision: Meaning of Purchase decision–Factors affecting Purchase decision–Steps in the decision making process-Five stages of consumer buying decision process - Models of buyer decision-making

**Unit IV** – Environmental consciousness: Introduction of Environment - Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E- waste exchange-Extended Producer Responsibility Plan-Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste

**Unit V** – Green Marketing Initiatives: Green Firms – HCL's Green Management Policy – IBM's Green Solutions – IndusInd Bank's Solar Powered ATMs – ITC's Paper kraft – Maruti's Green Supply Chain – ONGC's Mokshada Green Crematorium – Reva's Electric Car – Samsung's Eco- friendly handsets- Wipro Infotech's Eco-friendly computer peripherals

**References:**

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017
2. GreenMarketingManagement,RobertDahlstrom,CengageLearning,2010.

**Essential Reading/ Recommended Reading**

1. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A.Ottman, NTCBusinessBooks,1993
2. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011.

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II Year- II Semester	Course Code: MB24M402	L	T	P	C
		4	0	0	3
MARKETING RESEARCH					

**Course Objectives:** By the end of the course, students should be able to Understand the role and importance of marketing research, Design a marketing research study, Collect and analyze primary and secondary data and Use statistical tools to interpret data.

**UNIT - I**

Introduction to Marketing Research: Definition and Scope of Marketing Research, Importance of marketing research in, Business Decision-Making, Marketing Research vs. Market Research, Ethical Issues in Marketing Research

**UNIT -II**

Research Design and data collection methods: Steps in the Marketing research Process, Types of Research: Exploratory, Descriptive, and Causal, Primary vs. Secondary Data, Qualitative Research Methods (Focus Groups, In-depth Interviews, and Ethnography), Quantitative Research Methods (Surveys, Experiments, Observations) application and sample size determination.

**UNIT - III**

Measurement Analysis and interpretation: Types of Scales (Nominal, Ordinal, Interval, Ratio), Reliability and Validity in Measurement, Descriptive and Inferential Statistics, Factor and Cluster Analysis

**Unit - IV**

Marketing Research Tools and application: SPSS, Excel, and Other Analytical Tools, Data Visualization and Dash boarding, AI and Big Data in Marketing Research

Applications of Marketing Research - Consumer Behavior Analysis, Brand Research, Advertising Research, Market Segmentation and Positioning Studies, Product and Pricing Research

**Unit - V**

Reporting and Presentation of Research Findings: Structuring a Research Report, Effective Data Presentation Techniques, Storytelling with Data

**REFERENCES:**

1. "Marketing Research: An Applied Orientation"– Naresh K. Malhotra- PrenticeHall, 7<sup>th</sup> Edition
2. "Essentials of Marketing Research"–WilliamG. Zikmund, Barry J.Babin, CengageLearning, 6th Edition
3. "Marketing Research"–G.C.Beri- McGraw-Hill Education, 5<sup>th</sup> Edition, 2013
4. "Marketing Research: Text and Cases" – Rajendra Nargundkar - McGraw-Hill Education, 4th Edition, 2015
5. "Marketing Research"– Naresh Malhotra& Satyabhushan Dash - Pearson Education, 7th Edition (Revised), 2019
6. "Marketing Research"–R.Panneerselvam-PHILearning, 1st Edition, 2004

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II Year- II Semester	Course Code: MB24M403	L	T	P	C
		4	0	0	3
SERVICES MARKETING					

**Unit-I**

Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services. Service Market Segmentation, Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and Positioning service value addition to the service product, planning and branding service products, new service development.

**Unit – II**

Pricing strategies for services: Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix

**Unit – III**

Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

**Unit- IV**

Managing Service Delivery Process: Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.

**Unit-V**

Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.

**Text Books:**

1. Valarie A.Zeithaml & Mary Jo Bitner-Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
2. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011

**Pearson Education Suggested Readings:**

1. Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.
2. Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.
3. Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of Services The Indian Experience, Macmillan India Ltd., 2005

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II Year- II Semester	Course Code: MB24M404	L	T	P	C
		4	0	0	3
SALES AND DISTRIBUTION MANAGEMENT					

**UNIT 1 –**

Introduction to Sales Management: Meaning of sales - Evolution of Sales Concept – Nature and Role of Selling – Objectives of Sales Management - Integrating Sales and Marketing Management - Environmental Changes Affecting Sales Management – The Sales Organization – Role of a Sales Organization – Basis for Designing a Sales Organization –Types of Sales Force Structure-Sales Culture–Sales Functions & Policies– Role of a sales manager– responsibilities of sales manager

**UNIT2-**

Personal selling: Buyer Seller Dyads– Types of Selling Jobs- Sales Force Objectives and strategies – Theories of Personal Selling – Personal Selling Process -The sales planning process and its importance - Types of Budgets - Methods of Budgeting for Sales Force

**UNIT 3 –**

Assessing Market Potential: Importance of Assessing Market Potential - Analyzing Market Potential – Sales Forecasting Methods – Selecting a Forecasting Methods – definition of sales quota – types of sales quotas – methods of setting sales quotas – sales analysis and audit – compensating sales force – types of compensation plans – designing compensation plans - Determinants of sales force performance - Methods of sales force evaluation

**UNIT4-**

Marketing Channels, integration and management: Channel members and their functions - Designing marketing channels - Channel flows and costs –Importance of channel integration – Vertical marketing systems – Types of vertical marketing systems – Horizontal marketingsystems-Hybridchannelsystems– criteriaforselectingchannelmembers– evaluation of channel members – modifying channel arrangements – managing channel relationships - Managing Channel Conflicts

**UNIT 5 –**

Wholesaling & Retailing: Wholesaling and its importance – Types of wholesalers – Strategicissuesinwholesaling-Trendsshapingwholesaledistribution-Challengesin wholesaling - Wholesaling in India –Retailing and its Importance – Evolution of retailing – Classification of retailers - Strategic issues in retailing - Trends in retailing – channel Information system - Ethical and Social Issues in Sales and Distribution Management



## Reference books

1. Sales and distribution management – Richard R. still, Edward W. Cundiff, Norman A.P Govoni and Sandeep Puri – Pearson publications.
2. Sales and distribution management – Krishna K Havaladar and Vasant Calvale – Mc Graw hill – 3rd edition
3. Sales and distribution management– Tapan K.Panda, Sunil Sahadev– Oxford Higher Education
4. Sales and distribution management–K.Shridhara Bhat–Himalaya Publishing House.

