V SEMESTER

S.No.	Course Code	Course Title	L	T	P	Credit
1	V2443100D1 V2443100D2	i)Sales and Advertisement Management ii) Logistics management	3	1	0	4
2	V2443100E1 V2443100E2	i)Change Management ii)Labour Legislation	3	1	0	4
3	V2443100F1 V2443100F2	i)Security Analysis and Portfolio ii)Corporate Finance	3	1	0	4
4	V2443100G1 V2443100G2	i)Supply Chain Management ii) Project Management	3	1	0	4
5	V2443100A1 V2443100A2	i)Entrepreneurship Development Project ii)Venture Capital Development Project		0	4	4
TOTAL						20

VI SEMESTER

S.No.	Course Code	Course Title	L	T	P	Credit
1	V2443200D1 V2443200D2	i)Services Marketing ii)Brand Management	3	1	0	4
2	V2443200E1 V2443200E2	i)Financial Derivatives ii) Financial Analytics	3	1	0	4
3	V2443200F1 V2443200F2	i)Performance & Compensation Management ii)Employee Relations and workplace culture	3	1	0	4
4	V2443200G1 V2443200G2	i)Production and materials management ii) Total Quality Management	3	1	0	4
5	V244320081	Internship & Viva- voce		0	4	4
TOTAL						20

		L	T	P	C
V Semester	**SALES AND ADVERTISEMENT MANAGEMENT (V2443100D1)**	**3**	**1**	**0**	**4**

Course Objectives:

- To provide conceptual knowledge about Advertisement and sales plans organisations for different firms.
- To understand sales forecasting, budgeting and different methods of analysing market potential.
- To develop an awareness of the major types of advertising and role of Ad agencies.
- To understand the basics of Advertising and media planning.

Course Outcome

CO1: Explain the nature, scope, objectives, functions, selling skills, selling strategies, selling process, and sales department structures.
CO2: Analyze market potential, sales potential, sales forecasting, sales volume, sales budgets, and time and territory management.
CO3: Develop sales plans, quotas, targets, reporting formats, territory coverage plans, and sales control measures.
CO4: Design appropriate advertising and media plans by analysing target markets, coverage, scheduling, reach, frequency, and media-mix decisions.
CO5: Formulate advertising budgets, evaluate advertising effectiveness, assess advertising agencies, and recognize cultural, legal, and ethical issues in international advertising.

UNIT-I: INTRODUCTION TO SALES MANAGEMENT

Introduction to Sales Management– Nature, Scope, Objectives and Functions of Sales Management - Types of Selling, Selling Skills, Selling Strategies, Selling Process. Sales Management Process, Organization of Sales Department, Different types of Sales Organizations.

UNIT-II: ANALYSIS OF MARKET POTENTIAL

Sales Management Cycle, Decision are as in Sales Management-Analysis of Market Potential, Sales Potential, Sales Forecasting, Sales Volume, Sales Budgets, Time and Territory Management. Emerging trends in Sales Management.

UNIT-III: SALES PLANNING AND CONTROL

Sales Planning Sales Forecasting & Budgeting, Sales Quotas and Targets. Sales Control- Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report. Sales Audit- Sales Force Productivity Indicators (Value and Volume), Territory Productivity.

UNIT-IV: ADVERTISING AND MEDIA PLANNING

Types of Advertising Appeals, Media – Objectives. Media Plan- Media Planning and Role of Media Planning. Market Analysis, Target Market Coverage, Geographic Coverage. Scheduling Creative aspects, Reach and Frequency, Developing and Implementing Media Strategies. Media mix Decisions, Evaluating the effectiveness.

UNIT-V: ADVERTISING BUDGET ANDAD AGENCIES

Advertising Budgets, Methods of Formulating Advertising Budgets. Evaluating Advertising Effectiveness (DAGMAR), Advertising Agencies, Functions of Advertising

Agency, Various Functional Departments, Evaluation Criteria for selecting an Advertising Agency. International Advertising, Impact of Culture, Customs, Laws and Regulations, ethics.

Recommended Books:

1. Richard R.Stire, EdwardW. Candiff and Norman, A.P. Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
2. Tapan KPanda–Sales &Distribution Management, Oxford University Press.
3. S.H.H.Kazmi, Satish KBatra, Advertising & Sales Promotion, Excel Books, New Delhi.
4. SA Chunawalla, Advertising, Sales & Promotions Management, Himalaya Publishing House.

V Semester	LOGISTICS MANAGEMENT (V2443100D2)	L	T	P	C
		3	1	0	4

COURSE OBJECTIVES:

- To develop competencies and knowledge of students to become logistics professionals.
- To orient students in the field of Logistics and to help Students to understand Fundamentals of Logistics.

Course Outcome

CO1: Explain the fundamentals, principles, cost components, productivity aspects, technology applications, and major sub-sectors of logistics.
CO2: Explain customer service elements and evaluate procurement, outsourcing benefits, and critical issues in logistics outsourcing.
CO3: Analyse global logistics, transportation modes, globalization forces, integrated logistics, and the roles of 3PL and 4PL providers.
CO4: Evaluate warehousing and transportation systems and explain courier, express, e-commerce fulfilment, and reverse-logistics operations.
CO5: Describe EXIM logistics, multimodal transportation, customs clearance, trans-shipment, cold chain, liquid logistics, and rail logistics.

Unit: 1 – Introduction to Logistics: History of Logistics Need for logistics-Cost and Productivity, cost saving & Productivity improvement. Logistics Cost, reduction in logistics cost, benefits of efficient Logistics, Principles of Logistics, Technology & Logistics - Informatics, Logistics optimization. Listing of Sub-sectors of Logistics

Unit: II – Logistics and Customer Service Definition of Customer Service Elements of Customer Service-Phases in Customer Service Customer Retention -Procurement and Outsourcing -Definition of Procurement/Outsourcing - Benefits of Logistics Outsourcing - Critical Issues in Logistics Outsourcing

Unit: III – Global Logistics Global Supply Chain -Organizing for Global Logistics-Strategic Issues in Global Logistics -Forces driving Globalization -Modes of Transportation in Global Logistics Barriers to Global Logistics -Markets and Competition -Financial Issues in Logistics Performance -Integrated Logistics -Need for Integration -Activity Centres in Integrated Logistics. Role of 3PL&4PL.

Unit: IV – Warehouse and Transportation Warehouse-Meaning, Types of Warehouses Benefits of Warehousing - Transportation-Meaning; Types of Transportations, efficient transportation system and Benefits of efficient transportation systems - Courier/Express - Courier/Express-Meaning, Categorization of Shipments, Courier Guidelines, Pricing in Courier -Express Sector for international and domestic shipping – E Commerce -Meaning, Brief on Fulfillment Centres, Reverse logistics in e-commerce sector, Marketing in e-commerce and future trends in e-commerce.

Unit: V – Exim Brief on EXIM/FF & CC, Multi-modal transportation, brief on customs clearance, bulk load handling and brief on trans-shipment – Supply Chain – Cold Chain – Liquid Logistics – Rail Logistics

Reference Books:

1. Fundamentals of Logistics Management (The Irwin/Mcgraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M. Ellram, McGraw-hill/Irwin, First Edition, 1998.

V Semester	CHANGE MANAGEMENT (V2443100E1)	L	T	P	C
		3	1	0	4

Course Objectives:

- To acquire expert knowledge of change management
- To understand and application of change management
- To discuss the legal frame work of change management

Course Outcome

CO1: Explain major change management theories, models, types of change, change programmes, change levers, and value-based change.
CO2: Apply systems mapping and diagramming techniques to investigate organizational change and select appropriate intervention approaches.
CO3: Explain the nature and scope of organization development and assess planned-change dynamics and OD interventions.
CO4: Differentiate individual, team, and organizational change and identify effective approaches for leading change and avoiding common errors.
CO5: Analyse change dynamics using HR metrics and workforce analytics and evaluate change across organizational and national boundaries.

UNITI:

Basics of Change Management: Introduce of Change Models/Theories Comparison & Methodology Value Assignment - Change Management Theories & Practice Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT II:

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).

Unit III

Organization Development (OD): Meaning, Nature and scope of OD - Dynamicsofplannedchange–Person-focusedandrole-focusedODinterventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practioners

Unit –IV

Types of changes: Individual change – Team change – Organizational change – Leading change – change management errors –training sense of change management

Unit – V

Change Dynamics: HR metrics and workforce analytics - Change Management across Organizational and National Boundaries – diversity – facilitations -

Reference:

1. Robert APaton: Change Management, Sage Publications, New Delhi,2011.
2. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
3. V. Nilakant and S. Ramnarayana change management Sage Publications, New Delhi,

V Semester	LABOUR LEGISLATIONS (V2443100E2)	L	T	P	C
		3	1	0	4

Course Objectives:

- To acquire expert knowledge of Labour Laws
- To understand and application of Labour Laws
- To discuss the legal framework of factories act
- To realize the provision for payment to wage
- To Interpret the mechanism for resolving industrial disputes

Course Outcome

CO1: Explain constitutional provisions related to labour laws, equality, equal pay, reservation, and fundamental rights affecting employment.

CO2: Explain the major provisions of the Factories Act relating to registration, health, welfare, employment conditions, leave, and holidays.

CO3: Explain the provisions and benefits under wage, gratuity, minimum wages, and bonus legislation.

CO4: Analyse trade-union recognition, standing orders, collective employment conditions, and mechanisms for settlement of industrial disputes.

CO5: Explain the major provisions and objectives of the contemporary labour codes on wages, industrial relations, social security, and safety and working conditions.

UNIT-I: Constitution and Labour Laws Fundamental rights vis-à-vis labour laws, Equality before law and its application in Labour Laws, Equal pay for equal work; and Article-16 and reservation policies, Articles 19, 21, 23 and 24 and its implications.

UNIT-II:THE FACTORIES ACT1948

Definition, approval, licensing and registration, health and welfare measures (intra mural and extra mural), employment of women and young persons, leave with wages and weekly holidays. Amendments in Factories Act 2013

UNIT-III: PAYMENT OFWAGESACT

Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, The Payment of Bonus Act 1965.

UNITIV: TRADE UNIONACT 1926

Process of Obtaining Recognition for trade unions; Role of Trade Unions in Company; Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes.

UNIT-V:LABOUR CODES

Code on Wages 2019; Labour Code on Industrial Relations 2020; Labour Code on Social Security& Welfare; Labour Code on Safety &Working Conditions.

Reference Books:

1. C.B. Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd,
2. C.S.Venkat Ratnam, Industrial Relations, Oxford University Press, New Delhi.
3. Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi.
4. TNCh habra, Industrial Relations and Labour Laws, Dhanpat Rai Publishing House,
5. SC Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House.

V Semester	SECURITY ANALYSIS AND PORTFOLIO (V2443100F1)	L	T	P	C
		3	1	0	4

Course Objectives:

- Understand the various forms of investment, security Markets and other concepts.
- Understand risks associated with investment and to measure different forms of risks
- Analyse the fundamental strength of stocks and predict the price trends of securities using technical analysis and valuation of stocks and fixed income securities.
- To analyses the stocks using various tools of technical analysis.
- To understand various models of portfolio Management and evaluate the performance of portfolio.

Course Outcome

CO1: Explain investment concepts, investment objectives, investment processes, sources of information, security markets, and market indices.

CO2: Measure security returns and distinguish, analyse, and assess systematic and unsystematic investment risks.

CO3: Conduct economy, industry, and company analysis and apply valuation approaches to bonds, preference shares, and equity shares.

CO4: Apply major technical-analysis tools and interpret charts, indicators, market efficiency, and the relationship between technical and fundamental analysis.

CO5: Apply portfolio models and performance measures, including Markowitz, Sharpe, CAPM, Treynor, and Jensen approaches, for portfolio evaluation and revision.

UNITI: CONCEPT OF INVESTMENT

Objectives– Investment Vs Speculation–Security Investment Vs Non-security Forms of Investment – Investment Process – Sources of Investment Information –Security Markets – Primary and Secondary– Indices

UNITII: RETURN AND RISK

Meaning and Measurement of Security Returns – Types of Security Risks – Systematic Vs Unsystematic Risk – Measurement of Total Risk and Systematic risk.

UNITIII: FUNDAMENTAL ANALYSIS OF STOCKS

Economy, Industry and Company Analysis, Intrinsic Value –Approach to Valuation of Bonds, Preference Shares and Equity Shares.

UNITIV: TECHNIC ALANALYSIS

Concept and Tools of Technical Analysis: Dow Theory, Charts, Chart Patterns, Mathematical tools (MA, EMA, ROC, RSI and MACD), Elliot Wave Theory, Market indicators – Technical Analysis Vs Fundamental Analysis – Efficient Market Hypothesis – Concept and Forms of Market Efficiency.

UNITV: ELEMENTS OF PORTFOLIO MANAGEMENT

Portfolio Models – Markowitz Model, Efficient Frontier, Sharpe Single Index Model and Capital Asset Pricing Model – Performance Evaluation of Portfolios – Sharpe Model, Treynor model – Jensen's Model for PF Evaluation – Portfolio Revision.

Reference Books:

1. Fisher and Jordan –Security Analysis & Portfolio Management, Pearson, PHI.
2. S. Kevin, Security Analysis & Portfolio Management, Prentice Hall India.
3. Satyanarayana PVV, Security Analysis & Portfolio Management, Discovery Publishing House
4. Avadhani VA, Securities Analysis & Portfolio Management, Himalaya Publishing House.
5. PrasannaChandra, Investment Analysis and Portfolio Management, Tata McGraw Hill Education.
6. P.Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Limited.

V Semester	CORPORATE FINANCE (V2443100F2)	L	T	P	C
		3	1	0	4

Course Objectives:

- Understand the various forms of corporate financial concepts.
- Understand DCF models
- Analyse the financial statement
- To analyses the Risk and return concepts

Course Outcome

CO1: Explain the concepts, objectives, functions, decisions, sources, and role of the financial manager in corporate finance

CO2: Calculate and interpret discounted cash flows and apply DCF methods in corporate and new-project valuation

CO3: Apply capital-budgeting techniques under certainty and uncertainty and evaluate projects using sensitivity, scenario, simulation, decision-tree, RADR, and certainty-equivalent approaches.

CO4: Analyse financing decisions, cost of capital, capital-structure theories, and the relationships among financing, investment, and dividend decisions.

CO5: Explain transfer pricing and international tax strategies and apply relevant methods and tax-planning concepts in corporate finance.

Unit -1

Introduction to Corporate Finance Overview of Business Corporations in India - Types of Business Corporate - Concepts in Corporate Finance - Significance - Definition - Objectives of Corporate Finance - Importance of Corporate Finance - Functions of Corporate Finance - Areas of Corporate Finance Decisions - Sources of Corporate Finance - Role of Corporate Financial Manager - Trends and Emerging Areas in Corporate Finance

Unit -2

DCF-Valuations Methods Types of DCFs - Calculation of Discounted Cash Flow - and Cons of Discounted Cash Flow- Significance of DCF in Valuation Need for DCF in Valuation - Role of DCF in the Valuation Process - Applications of DCF in Real - World Scenarios - Limitations and Considerations - Methods of DCF - DCF) in New Project Evaluation - Pros and Cons

Unit -3

Capital Budgeting under Certainty: Capital Budgeting Steps- Definition of Capital Budgeting under Certainty - Significance - Types of Capital Budgeting - Methods under Certainty Measures - Measures of Capital Budgeting under Uncertainty - Phases/Process of Capital Budgeting/ Capital Expenditure – Uncertainty methods of Capital Budgeting –Sensitivity Analysis - Scenario Analysis - Simulation Analysis (Monte Carlo Simulation) - Decision Tree Analysis - Risk -Adjusted Discount Rate (RADR) - Certainty Equivalent Approach

Unit 4

Structure/Financing Decision-MM - Nature of Financial Decisions - Modes of Finance Schemes and Financing Sources for Corporate Business - Cost of Capital Calculation - Capital Structure Theories - MM Approach of Capital Structure- Modigliani-Miller (MM) Hypotheses of Capital Structure Decision - Financing Structure Decision with Risk and Riskless Projects Using Modern Approaches - Trade- off Theory of Capital Structure (For

Risky Projects) - Role of Financing Decisions in Corporate Business - Types of Financing Decisions - Relationship Between Financing, Investment, and Dividend Decisions - Financing Decision in Corporate Business

Unit 5

Transfer Pricing and International Tax Strategy Definition - Transfer Pricing Methods - Role of Transfer Pricing in Corporate - Calculation of Transfer Pricing - Recent Changes and Application in Transfer Pricing - International Tax Strategy Recent International Tax Strategy in Transfer Pricing Applications - International Tax Methods - Multinational Corporate Tax Planning: Concept and Approaches - Hybrid Entities and Instruments in International Taxation - Tax Treatment in Transfer Pricing Applications for Corporate Finance

Reference Books

1. Jonathan Berk and Peter DeMarzo , Corporate Finance, Pearson Publications
2. Pierre Vernimmen, and Pascal Quiry Corporate Finance, Himalaya Publications
3. Satyanarayana PVV. Corporate Finance, Discovery Publishing House
4. JithendraGala -Guide to Indian Stock markets, Buzzing Stock publishing house.
5. SahaSiddhartha- Indian financial System-and Markets –McGrawhill Publications.

V Semester	SUPPLY CHAIN MANAGEMENT (V2443100G1)	L	T	P	C
		3	1	0	4

Course objectives

- To equip the students with conceptual knowledge on supply chain Management
- To appreciate the need for selecting appropriate supply chain Management.
- To understand the need for Capacity planning and controlling.
- To understand the importance of supply chain Management.
- To comprehend the need for supply chain Management and Quality management.

Course Outcome

CO1: Explain the concepts, components, strategic decision areas, external drivers, and logistics dimensions of supply chain management.
CO2: Evaluate sourcing strategies, make-or-buy decisions, capacity management, materials management, supplier selection, and procurement planning.
CO3: Design distribution strategies considering market choice, network design, warehousing, transportation, and packaging.
CO4: Apply demand forecasting and inventory-planning concepts to stocking facilities, warehouse location, allocation, design, and operations.
CO5: Analyse distribution channels and customer-service strategies by considering service needs, service costs, and revenue management.

UNIT-I: INTRODUCTION

Development of SCM concepts and Definitions – key decision areas – strategic. Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis

UNIT-II:

Sourcing strategy: Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning.

UNIT-III:

Distribution strategy: Choice of Market – network design – warehouse designed operation and distribution planning – transportation – packaging.

UNIT-IV:

Inventory Strategy: Demand forecasting – inventory planning – planning of stocking facilities – warehouse location allocation. Warehouse design and operations – inventory norms.

UNIT-V:

Channels of Distribution – Customer Service Strategy: Identification of Service needs, cost of services – revenue Management

Reference Books:

1. K Aswathappa, Production and Operations Management, Tata McGraw Hills India.
2. Dr.B.S.Goel, Production & Operations Management, Pragathi Prakashan, Meerut.
3. PankajMadan; Production and Operation Management, Global Vision Publishing.
4. R Panneerselvam, Production and Operations Management, PHI.

V Semester	PROJECT MANAGEMENT (V2443100G2)	L	T	P	C
		3	1	0	4

Course Objectives:

- To expose Students to the concepts of project management and planning.
- To enable students identify and select of project and its feasibility.
- To equip the students with network analysis tools and project evaluation techniques.
- To make the under standard bout the human aspects in managing the projects in an organisation.
- Demonstrate effective project execution and control techniques that result in successful projects.

Course Outcome

CO1: Explain project concepts, types, significance, life cycle phases, and common project-management issues.

CO2: Apply project-selection, feasibility, project-appraisal, financing, action-planning, and work-breakdown-structure concepts.

CO3: Apply PERT and CPM and evaluate projects using time-cost trade-offs, payback period, NPV, IRR, and uncertainty analysis.

CO4: Explain project organizational structures, project-manager responsibilities, leadership styles, and human aspects of project management.

CO5: Design project monitoring and reporting systems and apply performance measurement, risk management, contingency planning, cost management, and computerized project-management concepts.

UNIT-I: PROJECT MANAGEMENT

Definition of Project, Types of Projects. Project management –overview, significance of PM. Project Life Cycle-Project Initiation, Project Planning, Project Execution, Monitoring and Control, Project Closure. Typical project management issues.

UNIT-II: PROJECT PLANNING AND SELECTION

Project planning process- Sources of new project ideas, Preliminary screening of projects. Initial project coordination, Identification and determinants of cost of project, its financing. Project Appraisal, Feasibility studies- finance, technical and market potential, creating a Project Action Plan, Creating the Work Break Down Structure.

UNIT-III: NETWORK ANALYSIS AND PROJECTEVALUATION

Project Network Analysis- PERT/CPM, Time estimates in Critical Path Analysis, Floats and Project Time–Cost Trade-off in Project Time Management. Project evaluation methods- Payback Period, Net Present Value, Internal Rate of Return and Project Evaluation under uncertainty.

UNIT-IV: PROJECT ORGANIZATION

Handling Human aspects of Project management, Roles and responsibilities of a Project Manager. Project Organization- The project as part of the Functional Organization, Pure Project Organization, The Matrix organization, Leadership Styles.

UNIT-V: PROJECT MONITORING

Designing the monitoring system, Project reporting, measuring the performance of a project, Risk Management Process, Contingency Planning, Project Cost Management, and Computerized Project Management Systems.

Reference Books

1. Gopala Krishnan & Rama Murthy, Textbook of Project Management, Mc Millan India
2. S. Choudhary, Project Management, Tata McGraw Hill Publication.
3. CliffordF Gray, Project Management: The Managerial Process, Oregon State University.
4. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", Tata Mc Graw Hill Company Pvt. Ltd., New Delhi 1998.
5. ErikLarson, Clifford Gray. Project Management. The Managerial Process. Mc Graw Hill Education.

VI Semester	SERVICE MARKETING (V2443200D1)	L	T	P	C
		3	1	0	4

Course Objectives:

- To develop an understanding on service sector and services marketing.
- To learn about the service process and elements of services marketing mix.
- To understand and analyse customer expectations and perceptions towards services.
- To analyze the impact of service failure and develop service recovery strategies.
- To understand the functional aspects of various service sector units.

Course Outcome

CO1: Explain the nature, role, types, growth, and characteristics of services and distinguish services from goods in the Indian and global context.
CO2: Develop a services marketing strategy by applying the service marketing process, target-market selection, and services marketing mix.
CO3: Analyse factors influencing customer expectations and perceptions and identify issues affecting customer service expectations.
CO4: Analyse service failures and formulate service-recovery strategies, service guarantees, and service-quality improvements.
CO5: Apply services-marketing concepts to banking, insurance, healthcare, hospitality, retail, and BPO sectors.

UNIT-I: INTRODUCTIONS TO SERVICES:

Role of services in Indian economy, nature of services, reasons for growth in service sector, types of services, difference between goods and services, need for service marketing and obstacles in service marketing- Growth in Services – Global & Indian Scenario.

UNIT-II: SERVICE MARKETING MIX:

Marketing management process for services -selecting target market - developing the service marketing mix - managing and controlling marketing efforts.

UNIT-III: CUSTOMER EXPECTATIONS OF SERVICE:

Factors influencing customer expectations of service, issues involving customer service expectations, Customer perception of service.

UNIT-IV: SERVICE QUALITY, SERVICE RECOVERY:

Impact of service failure and recovery, customer responds to service failure. Service recovery strategies, service guarantee-Service quality issues and the human dimension in Services.

UNIT-V: MARKETING OF SERVICES:

Banking and Insurance, Health care, Hospitality services, retail services Business process outsourcing (BPO).

Reference Books:

1. K.Ram Mohan Rao, Service Marketing, Pearson Education.

2. Vasant Venugopal and Raghu N, Services Marketing, Himalaya Publishing House.

3. P.N. Reddy, Services Marketing, Himalaya Publishing House.

4. SMJha, Services Marketing, Himalaya Publishing House.

<table>
<tr><td rowspan="2">VI Semester</td><td rowspan="2">BRAND MANAGEMENT
(V2443200D2)</td><td>L</td><td>T</td><td>P</td><td>C</td></tr>
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COURSEOBJECTIVES:

- To understand the methods of managing brands
- To Understand strategies for brand management.
- To study how brand communication is done by organisations.
- To successfully establish and sustain brands and lead to extensions.
- To understand the brand performance in modern digital world

Course Outcome

CO1: Explain brand concepts, functions, significance, types, co-branding, and store brands.
CO2: Develop strategic brand-management approaches involving brand positioning, values, vision, brand elements, and global competition.
CO3: Design brand-communication approaches using brand image, loyalty programmes, promotion methods, ambassadors, celebrities, and online promotion.
CO4: Evaluate brand-adoption and brand-extension alternatives and recommend appropriate rebranding and relaunching strategies.
CO5: Evaluate brand performance using brand equity, brand audit, leverage, global branding strategies, and contemporary branding considerations.

UNIT-I INTRODUCTION:

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

UNIT-II BRAND STRATEGIES:

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

UNIT-III BRAND COMMUNICATIONS:

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebraties – On line Brand Promotions.

UNIT-IV BRAND EXTENSION:

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT-V: BRAND PERFORMANCE:

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

Reference Books:

1. Branding Concepts and Process by Pati D, Publisher: Macmillan
2. Brand Positioning by SubrotoSen Gupta, Publisher: Tata McGraw-Hill
3. Product Management in India by R.C.Majumdar, Publisher: Prentice-hallofIndiaPvtLtd.
4. KevinLaneKeller,Strategic Brand Management: Building, Measuring and Managing,Prentice Hall,
5. Moorthi YLR, Brand Management –Iedition, Vikas Publishing House

VI Semester	FINANCIAL DERIVATIES (V2443200E1)	L	T	P	C
		3	1	0	4

Course objectives

- To gain knowledge about various instruments
- To learn about forward contracts and advantages, disadvantages
- To understand about future contracts, mechanics of future contracts, advantages and disadvantages
- To learn about historical uses of options and types of options
- Knowledge regarding financial swaps

Course Outcome

CO1: Explain the meaning, evolution, types, characteristics, significance, markets, and participants of financial derivatives.
CO2: Explain forward contracts and apply their features, pricing, hedging, and offsetting concepts -Hedging with Forward Contracts Offsetting the Forward Position.
CO3: Explain futures contracts, their mechanics, margin requirements, settlement, participants, advantages, and trading risks.
CO4: Explain options, their types, participants, terminology, regulatory framework, historical uses, and differences from futures.
CO5: Explain the nature, evolution, features, and applications of interest-rate, currency, debt-equity, commodity, and equity-index swaps.

UNIT1: INTRODUCTION:

Meaning of Derivatives - Common Derivatives- Characteristics of Derivatives- Significance of Derivatives - Origin and Evolution of Derivatives – types of derivatives- Derivatives vs. Shares Derivatives Markets-Growth and Functions- Traders in Derivatives Markets.

UNIT2: FORWARD CONTRACTS:

Meaning – Classification- Features- Advantages- Disadvantages-Pricing Forwards Contracts

UNIT3: FUTURES CONTRACTS:

Meaning -Nature - Characteristics - Significance - Types- Comparison between Futures and Badla - Mechanics of Futures Contracts- Advantages and Risks of Trading in Futures over Cash- Margin Requirements in Futures Trading- Settlement of Futures Position- Participants in Futures Markets.

UNIT4: OPTIONS CONTRACTS:

Meaning - Historical Uses of Options - Types of Option- Participants in the Options Market – Regulatory Frameworks & Terminology - Options vs. Futures.

UNIT5: FINANCIAL SWAPS:

Meaning –Nature-Evolution - Features – Types of swaps: Interest Rate Swaps-currency swaps-Debt Equity Swap- Commodity Swap –Equity Index Swaps.

Reference Books:

1. Financial Derivatives: Bishnupriya Mishra, Sathya Swaroop Debasish–Excel Books2007
2. Financial Derivatives: S.L. Gupta–PHI publications
3. Fundamentals of Financial Derivatives: Prafulla Kumar Swain–Himalaya publications.

VI Semester	FINANCIAL ANALYTICS (V2443200E2)	L	T	P	C
		3	1	0	4

Course Objectives:

- To understand the fundamental concepts of financial analytics, statistics, data science, and R programming.
- To analyse financial securities, time-series data, risk, return, and portfolio performance using statistical tools.
- To apply portfolio optimization, clustering, regression, Bayesian reasoning, and financial market analysis techniques.
- To develop skills in option pricing, computational finance, predictive modelling, risk-neutral pricing, and trading strategies.

Course Outcome

CO1: Explain financial analytics concepts and apply basic R features and statistical measures such as mean, variance, standard deviation, skewness, kurtosis, covariance, and correlation.

CO2: Analyse bond and stock datasets, visualize securities data, examine time-series stationarity, and apply Sharpe-ratio concepts.

CO3: Apply Markowitz mean-variance optimization, portfolio analysis, clustering, covariance and precision matrices, and regression techniques.

CO4: Analyse market sentiment and trading strategies using regime-switching, Bayesian reasoning, chart analytics, and Black-Scholes concepts.

CO5: Apply classification trees, recursive partitioning, binomial-option concepts, computational finance, risk-neutral pricing, no-arbitrage, and interest-rate concepts for financial prediction and analysis.

UNIT -I financial analytics: Concept and Practices- Data science - What is R and its application - Language features: functions-- Assignment-- Arguments and types. Financial Statistics: Concept and mathematical expectation - Probability - Mean; SD and Variance - Skewness and Kurtosis - Covariance and correlation - Capital Asset Pricing model.

UNIT –II Financial Securities: Bond and Stock investments - Housing and Euro crisis - Securities Datasets and Visualization - Plotting multiple series. Time Series and Sharpe ratio: Examining and Stationary - Auto Regressive and integrated moving average Processes-- Time periods and Annualizing - Ranking investment candidates - Sharpe Ratio for Income Statement growth.

UNIT –III Markowitz means - variance optimization - Optimal Portfolio of two risky assets - Data mining with Portfolio optimization- Cluster Analysis - K -means Clustering and Algorithm - Covariance and Precision matrices - Usage of Regression.

UNIT -IV Ganging the market Sentiment: Mark ov Regime Switching model - Bayesian reasoning - Beta distribution. Stimulating Trading Strategies: Foreign exchange markets - Chart analytics - Initialization and finalization - Bayesian Reasoning within Positions. Black - Scholes model and option - Implied volatility: Black - Scholes model: Concept and applications - Derivation - Algorithm for - Implied volatility.

UNIT -V Prediction using fundamentals and binomial model for options: Best income statement Portfolio - obtaining Price Statistics - combining the income statement with Price statistics - Prediction using classification trees and Recursive Partitioning. Applying Computational finance - risk Neutral Pricing and No Arbitrage - High Risk - Free Rate Environment.

Reference Books:

1. Financial Analytics with R .Mark J. Bennets, Cambridge University Press.

VI Semester	PERFORMANCE AND COMPENSATION MANAGEMENT (V2443200F1)	L	T	P	C
		3	1	0	4

Course Objectives:

- To acquire knowledge of Performance Management.
- To gain an understanding about performance management system.
- To understand Reward Systems and legal issues.
- To develop and design compensation system
- To identify the contemporary compensation practices

Course Outcome

CO1: Explain the scope, significance, process, planning, appraisal, mentoring, and strategic dimensions of performance management.

CO2: Develop performance expectations and apply job descriptions, measurement approaches, performance information, metrics, and corrective-action concepts.

CO3: Analyse performance-management frameworks, employee assessment systems, performance skills, and the role of HR professionals in employee development.

CO4: Design compensation plans by evaluating compensation levels, structures, systems, pay bases, appraisal methods, merit pay, and internal and external factors.

CO5: Evaluate individual, group, company-wide, competency-based, knowledge-based, skill-based, and team-based incentive-pay systems.

UNIT-I: INTRODUCTION TO PERFORMANCE MANAGEMENT:

Definition, Scope and Significance - Advantages of Performance Management - Organizational Structure - Impact of Organizational structure and Operational Problems Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.

UNIT-II: COMMUNICATION OF PERFORMANCE EXPECTATIONS:

Job Description - Defining Performance and Choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators– managing Metrics- Ownership and Responsibility.

UNIT-III: PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT:

Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

UNIT -IV: COMPENSATION PLANNING & BASES OF COMPENSATION:

Compensation and its components- Compensation Planning: Level, Structure and Systems Decision – Compensation level planning- factors influencing compensation level planning : internal factors and external factors. Traditional Bases for Pay-Seniority and Longevity Pay- Merit Pay- Performance Appraisal- Methods- Biases -Strengthening the Pay for Performance Link- Possible Limitations of Merit Pay Programme

UNIT- V: INCENTIVE PAY &OTHER PAY SYSTEMS:

Exploring Incentive Pay- Contrasting Incentive Pay with Traditional Pay. Individual Incentives- Types of Individual Incentives- Advantages and Disadvantages. Group Incentives- Types of Group Incentives- Advantages and Disadvantages.Company wide Incentives- Types- Designing Incentive Pay Programmes. Person Focused Pay- Competency Based Pay, Pay for Knowledge and Skill Based Pay, team based pay-Concepts.

Reference Books:

1. Herman Aguinis, Performance Management, Pearson Education.
2. LanceA. Berger and Dorothy, The Talent Management HandBook. Tata Mc-Graw Hill.
3. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press.
4. Richard.I.Henderson: Compensation Management In AKnowledge Based World-Prentice- Hall.

VI Semester	EMPLOYEE RELATIONS AND WORKPLACE CULTURE (V2443200F2)	L	T	P	C
		3	1	0	4

Course Objectives:

1. To understand the concepts, scope, evolution, influencing factors, and recent trends of industrial relations in India and globally.
2. To understand trade unions, collective bargaining, employee associations, and effective negotiation techniques and skills.
3. To analyse employee grievances, industrial discipline, standing orders, and grievance-redressal mechanisms.
4. To understand industrial disputes and employee engagement, including their causes, prevention, settlement, measurement, and management strategies.

Course Outcome

CO1: Explain the concept, scope, theoretical perspectives, evolution, influencing factors, and recent trends of industrial relations in India and globally.
CO2: Explain trade-union development, recognition, employee associations, collective bargaining, and negotiation techniques and skills.
CO3: Analyse causes of employee grievances and apply grievance-redressal, discipline, standing-order, and code-of-discipline mechanisms.
CO4: Explain the nature, causes, consequences, prevention, and settlement mechanisms of industrial disputes in India.
CO5: Analyse employee engagement concepts, drivers, levels, measurement, strategies, and the role of managers in employee engagement.

UNIT I :

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.

UNIT II:

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.

UNIT III:

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

UNIT IV:

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:

Employee Engagement : Concept-Definition-Elements- Factors- Levels -Driers of Employee Engagement-Measurement-Strategies- The role of managers in engaging the employees.

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. Mamoria: —Dynamics of Industrial Relations‖, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: —Industrial Relations‖ Excel Books, New Delhi, 2010
5. ArunMonappa: —Industrial Relations‖, TMH, New Delhi. 2012

6. Prof. N.SambasivaRao and Dr. Nirmal Kumar: —Human Resource Management and Industrial Relations‖, Himalaya Publishing House, Mumbai.

VI Semester	PRODUCTION AND MATERIALS MANAGEMENT (V2443200G1)	L	T	P	C
		3	1	0	4

Course Objectives:

1. To discuss the principles and importance of production and materials management
2. To relate the bases of production and materials management
3. To appraise the present trends in of production and materials management
4. To develop and design of production and materials management
5. To identify the contemporary of production and materials management

Course Outcome

CO1: Explain the meaning, scope, functions, problems, and different types of production systems in production management.
CO2: Apply production planning and control concepts, objectives, steps, and techniques to production operations.
CO3: A Measure and analyse productivity and identify the major tools and factors affecting industrial productivity.
CO4: Apply routing, scheduling, dispatching, sequence analysis, CPM, and PERT concepts in production operations.
CO5: Explain materials-management objectives and apply purchasing, procurement, and store-keeping concepts and procedures.

UNIT I

Production Management Introduction: Production Management – Meaning, Scope and Functions – Problems of Production Management – Different types of Production Systems.

UNIT II Production Planning and Control: Meaning and Definition of Production Planning – Objectives and Planning –Steps involved in Production Planning – Importance of Production Planning – Meaning and Definition of Production Control – Objectives of Production Control – Techniques of Production Planning and Control.

UNIT III Productivity – Meaning and Definition of Productivity – Importance of Productivity – Measurement of Productivity – Tools of Productivity – Factors affecting Industrial Productivity – Production and Productivity.

UNIT IV Production Routing and scheduling: Routing – Meaning and Objectives – Scheduling – Meaning – Relationship between Routing and Scheduling – Dispatching – Sequences Analysis – Network Analysis – CPM and PERT – Advantages and Limitations of the Two Methods – Difference between CPM and PERT.

UNIT V Materials Management – Purchasing and Store-keeping: Meaning and Definition of Materials Management – Objectives of Materials Management – Purchasing Functions of the Purchasing Department – Purchasing Procedure – Centralized and Decentralized Purchasing – Other Methods of Purchasing –Store-keeping – Organisation of Store-keeping.

REFERENCES:

1. Desai and Rao, Modern Production Management

2. Satyanarayana PVV, Production and operation management , Discovery Publishing House

3. Datta A.K., Materials Management: Procedures, Text and Cases

4. Datta A.K, Integrated Materials Management: A Functional Approach

5. James L.Riggs, Production Systems: Planning, Analysis and Control

VI Semester	TOTAL QUALITY MANAGEMENT (V2443200G2)	L	T	P	C
		3	1	0	4

Course Objectives:

1. To discuss the principles and importance of total quality management
2. To relate the bases of total quality management
3. To appraise the present trends in of total quality management
4. To develop and design of total quality management
5. To identify the contemporary of total quality management

Course Outcome

CO1: Explain quality control, inspection, statistical quality control, control charts, the evolution of quality, and the fundamental features and building blocks of TQM.

CO2: Explain major TQM thinkers and approaches, including Juran, PDSA, 5S, Kaizen, Crosby, and recognized quality-performance awards.

CO3: Apply benchmarking, FMEA, QFD, House of Quality, Taguchi quality-loss concepts, and TPM in quality improvement.

CO4: Apply Six Sigma, DMAIC, statistical process control, the seven quality tools, control charts, and process-capability concepts.

CO5: Explain ISO 9000, ISO 14000, other quality systems, and emerging AI-based quality-control techniques.

UNIT I

Quality Control and Inspection Meaning and Objectives – Advantages of Quality Control System – Inspection – Different kinds of Inspection – Statistical Quality Control – Types of Control Charts-Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM.

UNIT II

TQM thinkers and Thought – Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby's theory on Quality Management, Quality Performance Excellence Award- Deming Application Award, European Quality Award, Malcolm Baldrige National Quality Award

UNIT III

TQM tools- Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need.

UNIT IV

Six Sigma- Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation - Statistical Process Control- Central Tendency, The seven tools of quality, Normal curve, Control charts, Process Capability.

UNIT V

Quality Systems- ISO 9000, ISO 9000:2000, ISO 14000, other quality systems, New AI controlling techniques