

ANDHRA PRADESH STATE COUNCIL OF HIGHER EDUCATION
(A Statutory body of the Government of Andhra Pradesh)

Syllabus under CBCS (Implemented from Academic year 2020-21)
PROGRAMME: FOUR YEAR B.COM (Hons)

Subject: **COMMERCE**
Syllabus for Semester VII and VIII
(Syllabus with Learning Outcomes, References, Co-curricular Activities)

Structure of Semesters – VII and VIII
(To choose ONE Specialization from the Four alternates)
(For each course: Hours/Week: 05, Credits: 4, Max Marks: 100)

GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT

MARKETING AND HUMAN RESOURCE MANAGEMENT						
Year	Semester	Course Code	Type of Course		Hrs/Week	Credits
4	VII	7.1 (A) 7.1 (B)	Services Marketing / Strategic Human Resource Management	Core	5	5
4	VII	7.2 (A) 7.2 (B)	Retail Marketing / Compensation Management	Core	5	5
4	VII	7.3 (A) 7.3 (B)	Supply Chain Management / Organisational Behaviour	Core	5	5
4	VII	7.4 (A) 7.4 (B)	Consumer Behaviour / Corporate Social Responsibility	SEC	5	5
4	VII	7.5 (A) 7.5 (B)	Digital Marketing / Innovation Management	SEC	5	5

MARKETING AND HUMAN RESOURCE MANAGEMENT						
Year	Semester	Course Code	Type of Course		Hrs/Week	Credits
4	VIII	8.1 (A) 8.1 (B)	Global Marketing/ Organization Development	Core	5	5
4	VIII	8.2 (A) 8.2 (B)	Advertising and Salesmanship/ Performance Management	Core	5	5
4	VIII	8.3 (A) 8.3 (B)	Consumer Protection / Industrial Relations	Core	5	5
4	VIII	8.4 (A) 8.4 (B)	Social Media Marketing/ Entrepreneurial Finance	SEC	5	5
4	VIII	8.5 (A) 8.5 (B)	Customer Relationship Management/ Start-up Management	SEC	5	5

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VII –SERVICES MARKETING

Course Code: 7.1 (A)

Credits: 05

Max marks 100

Course Objectives:

- To develop an understanding of the expectations of customers and know how to translate this knowledge into genuine value for customers.
- To interpret service behavior and service consumption in the light of service-dominant marketing logic and articulate the outcome to service marketing management.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
3. Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
4. Differentiate between various customer groups and the service quality expected from them and techniques for pricing various services.
5. Analyze the unique challenges inherent in managing and delivering service excellence at a profit.

Syllabus:

Unit1:Introduction:

Meaning, Nature, Scope, Characteristics, Classification and Growing Significance of Services Marketing – Difference between Goods and Service in Marketing – The Service Marketing Mix Framework – Recent Trends & Opportunities in Services Marketing.

Unit2:Consumer Behavior in Services:

Search, Experience and Credence Property, Customer Expectation of Services, Factors influencing Customer Expectation of Services, The Three – Stage Model of Consumer Behavior Applied to Services–Customer Perception of Services: Factors influencing Customer Perception of Service, and Strategies for Influencing Customer Perception.

Unit3:Services Marketing Mix:

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

Unit4:Customer Satisfaction &Service Quality Management:

Concept of Customer Satisfaction, Determinants of Customer Satisfaction, Monitoring, and Measuring Customer Satisfaction Service Quality Models – Parsuraman – Zeithamal - Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Greenrooms Model – Technology & Service Strategy: Applying Technology to Service Settings, e-services.

Unit5:Relationships, Complaining & Service Recovery:

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

Practical Component:

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

References:

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

e- Resources& otherdigitalmaterial:

1. <https://nptel.ac.in/courses/110105078>
2. <https://www.youtube.com/watch?v=MnsVEKEqVoM>

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VII –RETAIL MARKETING

Course Code: 7.2 (A)

Credits: 05

Max marks 100

Course Objectives:

- To develop an understanding of the contemporary retail management issues, strategies and trends in retailing.
- To acclimatize with the insights of retailing, key activities and relationships, also to highlight the significance of retailing and its role in the success of modern business houses.

Learning Outcomes:

After completing this course, the students will be able to:

1. Identify the various principles, practices, and concepts used in retail marketing management.
2. Determine the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry.
3. Examine the implementation of marketing strategy through an analysis of the location opportunities, financial strategy and performance objectives.
4. Analyze how retail managers make informed strategic choices in relation to managing store design, retail form and merchandise plans.
5. Design key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion.

Syllabus:

Unit 1: Introduction to Retailing:

Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Indian & Global Retailing. Retail organization Structure – Types of Retailing: Store Based and Non-store Based Retailing – Retail Customers and Consumers – Changing Trends of Consumerism and Consumer Buying Behavior Retail Consumer Purchase Decision Making Process - Opportunities and Challenges of Retailing in India.

Unit2: Retail Market Strategy:

Market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process - Retail Growth Strategies: Opportunities and Challenges for Domestic and International Expansion.

Unit3: Retail Location:

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

Unit4: Store Management:

Scope and Importance of Store Management – Store Layout, Design, Atmospherics, store operations and inventory management - Visual Merchandising – Retail Customer Service: Managing Service Quality, Complaint Handling, and Service Recovery Strategies

Unit5: Retail Pricing and Promotion:

Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – In-store Price promotions - store atmosphere.

Practical Component:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Visit any two stores each in the organized and unorganized retail sector and identify the different patterns.
- Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

Reference Books:

1. SheikhandKaneezFatima(2012), "RetailManagement", HimalayaPublishingHouse, Mumbai.
2. A.J.Lamba(2011), "TheArtofRetailing", TataMcGrawHillEducationPvt.Ltd.NewDelhi
3. Siva Kumar A (2007)., "Retail Marketing", Excel Books, New Delhi.
4. SwapnaPradhan (2012), "Retail management", Tata McGraw Hill Education Pvt. Ltd. New Delhi.
5. Berman Barry, Joel R. Evans and Mini Mathur (2011), "Retail Management-A Strategic Approach", Pearson Education, New Delhi.
6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava (2012), "Retail Management", Oxford University Press, New Delhi.
7. Gibson G. Vedamani, "Retail Management", Jaico Publishing House, New Delhi.
8. Dunne (2013), "Introduction to Retailing", Cengage Learning, New Delhi.

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VII –SUPPLY CHAIN MANAGEMENT

Course Code: 7.3 (A)

Credits: 05

Max marks 100

Course Objectives:

- To understand the strategic role of supply chain management in globalised business environment.
- To understand the role of supply chain management in the cost reduction and offering improved service to the customers.

Learning Outcomes:

After completing this course, the students will be able to:

1. Develop an understanding of the role of supply chain management in the current business environment.
2. Examine the current supply chain management trends, understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations.
3. Apply computer-based supply chain optimization tools including the use of selected state of the art supply chain software suites currently used in business
4. Develop and utilize critical management skills such as negotiating, working effectively within a diverse business environment, ethical decision making and use of information technology
5. Analyze various methods of entry into international markets and international commercial documentation.

Syllabus:

Unit1: Introduction to Supply Chain Management:

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

Unit2:Supply Chain Management:

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

Unit 3: Customer Relationship Management:

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

Unit4:Sustaining Competitive Advantage:

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

Unit5:International Supply Chain Management:

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

Practical Component:

- Students are informed to identify major trends in global supply chains and to suggest the mode of implementation in Indian context.
- Students must identify the CRM software available in the market and to make note of the key highlights of such systems.
- Students are informed to make list of all documents required for international trade.
- Students are supposed to prepare an assignment highlighting the size and characteristics of international logistics market.

Reference Books:

1. Person H. Craig, Lewis W. Ch and Jain Sudhir K, Managerial Economics, Pearson Education.
2. Gupta, Macro Economics, Theory & Applications, Tata McGraw Hill
3. Mehta P.L, Managerial Economics – Text and Cases, S. Chand & Co
4. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan: Principles of Supply Chain Management, Cengage learning, New Delhi, 2009.
5. SarikaKulkarni, Ashok Sharma: Supply Chain Management, Tata McGrawhill Education Private Limited, 2010.
6. David, Stewart: International Supply Chain Management, Cengage learning, New Delhi, 2007.
7. B. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009
8. G. Raghuram, N. Rangaraj: Logistics and Supply Chain Management, Mac Millan Business Books, New Delhi 2000.

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VII – CONSUMER BEHAVIOUR

Course Code: 7.4 (A)

Credits: 05

Max marks 100

Course Objectives:

- To provide an understanding of the concepts of consumer behaviour, buyer decision making, behavioural variables and influence on consumer behaviour.
- To comprehend the social and cultural dimensions of consumer behaviour, factors impacting attitudes and behaviour.

Learning Outcomes:

1. Understand the concepts consumer behavior and profile of the Indian consumer and their needs.
2. Analyze the consumer Perception, attitude formation and dynamic nature of motivation in the market.
3. Apply the consumer decision making process through the models of consumer behavior.
4. Examine the strategic marketing applications and positioning strategies for existing and new products.
5. Identify the need for marketing ethics towards consumers.

Syllabus:

Unit 1: Consumer Behavior:

Concept, Definition, Scope and Importance and Interdisciplinary – Consumer Environment – Consumer Analysis Framework – Consumer Behavior and Consumer Research – Application of Consumer Behavior and Knowledge in Marketing .

Unit 2: Individual Determinants of CB:

Perception: Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality: Nature, self-concept, psychographic and life style – Attitude: Structural Model of Attitude, Attitude formation & Change – Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, Environmental Influences on CB: Social Class, Life Style, Profile of Social Class, and Application of CB – Culture: Characteristics, and Cross Cultural Understanding.

Unit 3: Consumer Decision Making Process:

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

Unit 4: Strategic marketing applications:

Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumer rights and Marketers' responsibilities.

Unit 5: Consumerism and Ethics:

Roots of consumerism, consumer safety, consumer information, consumer responsibilities, marketer responses to consumer issues, marketing ethics towards consumers.

Practical Component

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

References Books

1. Bennet and Kassarian, Consumer Behaviour, Prentice Hall of India, New Delhi
2. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011
3. RamanujMajumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011
4. Loudon and Della Bitta, Consumer Behaviour: Concepts and Applications, Tata McGraw Hill. New Delhi, 2007
5. Berkman& Gilson, Consumer Behaviour: Concepts and Strategies, Kent Publishing Company.
6. Efraim Turban, Jae Lce, David King, & I-I.Michael Chung: Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.
7. Hawkins, Best, Coney, Consumer Behavior Building Marketing Strategy, Tata McGraw Hill.
8. Leen G. Schiffman and L.H.Kanuk., Consumer Behavior, Pearson Education.
9. Bennet and Kassarian, Consumer Behaviour, Prentice Hall of India, New Delhi
10. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011
11. RamanujMajumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011
12. Loudon and Della Bitta, Consumer Behaviour: Concepts and Applications, Tata McGraw Hill. New Delhi, 2007
13. Berkman& Gilson, Consumer Behaviour: Concepts and Strategies, Kent Publishing Company.
14. Efraim Turban, Jae Lce, David King, & I-I.Michael Chung: Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.

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SEMESTER VII – DIGITAL MARKETING

Course Code: 7.5 (A)

Credits: 05

Max marks 100

Course Objectives:

- To provide an understanding of the importance of digital marketing and its applications, examine the strategic role of digital marketing processes and tools in designing the overall marketing strategy.
- To explore the challenges of Interactive media, the online market place, challenges of communicating and retention strategies of customers through these media, search engines and the future trends in digital marketing.

Course Outcome:

1. Understand concepts and applications of digital marketing in the globalized market.
2. Identify the different channels of Digital Marketing.
3. Analyze Digital Marketing Action Plan, Budget, writing and implementing marketing plan.
4. Examine the emerging trends in digital marketing and critically assess the use of digital marketing tools like Search Engine Marketing.
5. Understand the different types of Social Media marketing.

Syllabus:

Unit 1: Understanding Digital Marketing:

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

Unit 2: Channels of Digital Marketing:

Digital Marketing, Website Marketing, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels

Unit 3: Digital Marketing Plan:

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

Unit 4: Search Engine Marketing and Online Advertising:

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

Unit 5: Social Media Marketing:

Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing

Advertising Performance.

Practical Component

- Analyze the confluence of marketing, operations, and human resources in real-time delivery.
- Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.
- Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
- Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.
- Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.
- Comprehend the importance of conversion and working with digital relationship marketing; and
- Analyse cross-cultural and ethical issues in globalised digital markets.

Reference Books

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
5. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
6. Chuck Hemann& Ken Burbary, Digital Marketing Analytics, Pearson, 2019

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SEMESTER VIII – GLOBAL MARKETING

Course Code: 8.1 (A)

Credits: 05

Max marks 100

Course Objectives:

- To expose the students to the global business activities, marketing in international business and global forces transforming the international business in the current scenario.
- To develop a general perspective about managing international marketing activities both in operational as well as strategic context.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand aspects of marketing from a global perspective to respond in a better way to international opportunities, environments, and competitive situations.
2. Examine the global and regional influences on marketing of products and services and develop creative market entry strategies in new firm.
3. Design the global oriented marketing strategies which include total product concept, pricing, place and promotion
4. Know the principles of promotion and improve the distribution channel in selecting foreign country market intermediaries and physical distribution of goods.
5. Understand the salient features of EXIM Policy of India, 2015-2020 and the Export Marketing Documentation.

Syllabus:

Unit1: Global Marketing:

Scope and significance of Global Marketing – Difference between Domestic and Global Marketing- Need for International Trade –Trends in Foreign Trade – Global Market Environment factors and Regulatory Environment of Global Marketing-Technological Environment–Business Customs in International Markets.

Unit2: Targeting International Market Opportunities and Market Entry Strategies:

Global market segmentation, targeting and product positioning; Regional Market Characteristics; Market Entry Strategies –Indirect Exporting - Domestic Purchasing – Direct Exporting – Foreign Manufacturing and Franchising strategies – Entry strategies of new firms.

Unit3: Global Product Management and Pricing:

Global Product Life Cycle – New Products and brands in Global Markets. Global Pricing Policy: Price and Non – Price Factors, Methods of Pricing, Pricing Strategies, Dumping and Price Distortion. Global Pricing–Policy alternatives.

Unit4: Promotion for Global Markets and Global Marketing Channels:

Communications Process, Principles of communication, Global Marketing Channels: Distribution Structures, Distribution Patterns, Challenges in managing a Global Distribution Strategy - Selecting foreign country market

intermediaries and physical distribution of goods.

Unit 5: Foreign Markets and Export Marketing Process:

Export Pricing and Costing, Export - Import (EXIM) Policy of India, 2015-2020; Export Marketing Documentation: Introduction – Significance of export documentation, Procedures, Formats.

Practical Components:

- The students can identify international trades and opportunities within global marketing environments.
- Analyze the prevalent marketing environment in your home country and global country.
- Examine the impact of global and regional influences on products and services for consumers and businesses and develop creative market entry strategies in new firm.
- Analyze International Product Life Cycle of few Products like consumer durables (Ex., Electronic goods, Computers, etc.).
- Analyze the different principles of promotion and develop the distribution channel in selecting foreign country market intermediaries and physical distribution of goods.
- A group of students has to collect commodity agreements and bilateral agreements in relation with international trade.
- All the students are divided into groups. Each group of students has to develop marketing mix components for various international brands.
- All the students are divided into groups. Each group of student has to develop export and import documentation procedures for various products or services to market them in various international markets.

Reference Books:

1. Aryasri A.R., "International Marketing", Student Helpline Publishing Housing (P) Ltd
2. Warren J. Keegan (2014), "Global Marketing Management", 5/e, Pearson Education, Noida.
3. Philip R. Cateora, John L. Graham (2019), "International Marketing" 11/e, Tata McGraw-Hill Co. Ltd.
4. Sunil Gupta (2011), "International Marketing", Kalyani Publishers, New Delhi.
5. Srinivasan R. (2010), "International Marketing", Prentice-Hall of India Pvt. Ltd.
6. B. Bhattacharyya, R. L. Varshney International Marketing Management: An Indian Perspective 24th Edition Sultan Chand & Sons Publishers
7. Francis Cherunilam, International Marketing, Himalaya publishing House.
8. Philip R. Cateora, John Graham, International Marketing, Irvine – Sage Publications.
9. S.A. Sherlekar, S.A. Sherlekar, Global Marketing Management, Himalaya publishing House.
10. P.K. Vasudeva, International Marketing, Excel Books, New Delhi

e- Resources & other digital material:

1. <https://nptel.ac.in/courses/110/107/110107112/>
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SEMESTER VIII – ADVERTISING AND SALESMANSHIP

Course Code: 8.2 (A)

Credits: 05

Max marks 100

Course Objectives:

- To familiarize the students with the concepts of Advertising and Sales Management.
- To comprehend the role played by Sales Personnel in effective functioning of distribution channels and enabling them to manage Channel Institutions.

Learning outcomes:

After completing this course, the students will be able to:

1. Identify the various factors influencing advertising and salesmanship.
2. Analyze the importance and use of timely, accurate and actionable information on consumers and competitors in order to understand customer responses to marketing actions.
3. Develop basic skills in market analysis and formulate advertising strategies for selling.
4. Examine various salesmanship models.
5. Understand the process of salesmanship.

Syllabus:

Unit 1: Fundamentals of Advertising:

Concept, Evolution, Promotion Mix, Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout.

Unit 2: Advertisement Planning & Strategy: Media Planning & Selection: Concept of Media – Establishing Media Objectives – Types of Media – Media election – Media Planning Process – Media Planning and Strategies – Media Mix Decisions – Media Scheduling.

Unit 3: Developing Advertising Campaign:

Advertising Budget - Factors Influencing, Establishment and Allocation of Resources for an Advertising Budget, Methods and Models of Advertising Budget. Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and Advertising Appeals - Evaluating Advertising Effectiveness.

Unit 4: Salesmanship:

Meaning and Definition of Salesmanship - Features of Salesmanship - Scope of Salesmanship - Modern Concept of Salesmanship - Utility of Salesmanship - Elements of Salesmanship - Salesmanship – a Profession – Qualities of Salesman.

Unit 5: Process of Selling:

Psychology of Salesmanship – Attracting Attention, Awakening Interest, Creating Desire and Action - Stages

in Process of Selling.

Practical Component

- Analyze how different approaches to positioning, media, creative work and advertising research may influence advertising effectiveness.
- Analyze advertising situations and examples using theoretical frameworks presented in the course.
- Compare, contrast and apply different theories and models of advertising effectiveness.
- Compare, contrast and reflect on different perspectives on advertising's role in society
- Reflecting on your own values with respect to ethical practice.

Reference Books:

1. Sangeetha Sharma, Raghuvir Singh (2021), “Advertising: Planning and Implementation”, 3rd Edition, PHI Learning Private Limited, New Delhi.
2. Kruti Shah (2017), “Advertising and Integrated Marketing Communications”, McGraw Hill Education.
3. Kevin Lane Keller, Ambi M. G. Parameswaran and Isaac Jacob (2015), “Strategic Brand Management- Building, Measuring, and Managing Brand Equity”, Pearson India Education Services Pvt. Ltd.
4. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
5. JaishriJethwaney, Shruti Jain, Advertising Management, Oxford, 2015
6. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011

ANDHRA PRADESH STATE COUNCIL OF HIGHER EDUCATION
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PROGRAMME: FOUR-YEAR B Com. (Hons)
DOMAIN SUBJECT: COMMERCE
Semester-wise Syllabus under CBCS (w.e.f. 2020-21 Admitted Batch)

GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VIII – CONSUMER PROTECTION

Course Code: 8.3 (A)

Credits: 05

Max marks 100

Course Objectives:

- To create and awareness of the agenesis of consumer protection laws in India.
- To know rights of consumers under the consumers protection and exploitation.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the terms Consumers, Consumerism, Consumer movement.
2. Examine the provisions of the Consumer Protection Act.
3. Know the methods of creating consumer awareness and education.
4. Create awareness about the rights and responsibilities of consumers.
5. Demonstrate an understanding of Consumer Rights and problem associated in realizing these rights.

Syllabus:

Unit 1: Consumer Protection:

Need For Consumer Protection - Consumer Protection Act; Salient Features - Limitations and Guidelines for filling consumer complaint - the Guidelines for Consumer Protection.

Unit2: Consumer Protection Act:

Standards of Weights and Measures Act, 1976 - Sale of Goods Act, 1930 - Competition Act 2002 - An Overview of Prevention of Food Adulteration Act, 1954 - Essential Commodities Act, 1955-An Overview. Consumer Protection Act 2019.

Unit 3: Genesis of Consumer Rights and Kinds:

Consumer rights and responsibilities - Right to Safety - Right to be Informed - Right to Choose - Right to fair hearing - Right to Redress.

Unit 4: Consumer Education.

Objects and Purpose of Consumer Education - Role of State Agencies in Consumer Education - Role of Consumer Organization in Consumer Education - Role of Media in Consumer Education.

Unit 5: Grievance Redressal Mechanism:

Repeated Adjudgments - Delays in Appointments Detailed Legal Procedure - Limited Award of Punitive Damages and Costs - Problems Arising out of Online & Tele Shopping.

Practical Component:

- Students are informed to collect the best practices followed by various organizations to promote consumer rights.
- Students are informed to collect various advertisements given by governmental organizations in promoting consumer awareness.
- Students are informed to know the impact of RTI Act on information dissemination.

Reference Books:

1. Law on Consumer Services Dr. Farook Ahmad Mir, Mushtaq Ah. Dar, , Valley Book Publishers.
2. Eradi , Consumer protection jurisprudence, (Butterworths , 2005)
3. Sumul. J. Power Consumerism – caveat vendor, , 38 Ins. Counsel J. 221, 1971(CD).
4. Donald B. King In search for consumer justice,, 23 J. Legal Educ. 151, 1970 –71 (CD).
5. J.K. Yadav Law regarding sale of defective goods – a journey from caveat emptor to caveat venditor,
6. K. Srinivasan A new era in consumerism, , The Hindu, Oct. 31, 1999 (CD). Rao, BusinessLine, Sept 18, 2007 (CD).
7. T.N. Pandey,Consumer Protection Act, 1986: object and purpose of the Act and need to avoid references of consumers’ complaints to civil courts, (2004)2 Comp LJ 107.

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VIII – SOCIAL MEDIA MARKETING

Course Code: 8.4 (A)

Credits: 05

Max marks 100

Course Objectives:

- To know the importance of Social media Platforms in Digital Marketing era.
- To understand, the strategies to effective utilization of various social media platforms for effective marketing.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand concepts of social media and emerging trends in social media platforms;
2. Identify the role of Facebook in Digital Marketing space;
3. Examine the role of LinkedIn in Digital Marketing space;
4. Analyze the role of Twitter, Instagram and Snapchat in Digital Marketing space;
5. Know the metrics associated with social media and their evaluation methods;

Syllabus:

Unit 1: Social Media Marketing:

Concept, Fundamentals, Significance, Necessity of Marketing through Social Media Marketing, Building a Successful strategy: Viral Marketing, Goal Setting, Implementation, and Emerging Trends in Social Media platforms.

Unit 2: Digital Marketing - Facebook:

Facebook for Business, Facebook Insight, Different types of Ad formats, Setting up Facebook Advertising Account, Facebook audience & types, Designing Facebook Advertising campaigns, Facebook Avatar, Apps, Live, Hashtags

Unit 3: Digital Marketing - LinkedIn:

Importance of LinkedIn presence, LinkedIn Strategy, Content Strategy, LinkedIn analysis, Targeting, Ad Campaign.

Unit 4: Digital Marketing - Twitter, Instagram and Snapchat :

Basics, Building a content strategy, Twitter usage, Twitter Ads, Twitter ad campaigns, Twitter Analytics, Twitter Tools and tips for managers. Basics, Building a content strategy, Instagram usage, Instagram Ads, Instagram ad campaigns, Instagram Analytics; Snapchat usage: Basics, Building a content strategy, Snapchat Ads, Snapchat ad campaigns.

Unit 5: Social Media Metrics:

Introduction, Concept, and Importance of Social Media Metrics; Measurement: Tracking Social Media Metrics; Important Metrics: Average Engagement Rate (AER), Applause Rate, Conversion Rate, Brand Awareness, Cost-Per-Click (CPC), Click-Through-Rate (CTR), Virality Rate, Cost-Per-Mile, Bounce Rate,

Average Engagement Rate (Likes and Shares), Social Share of Voice (SOV), Follower Count and Growth

Practical Components:

- Students can take up a survey to know the popularity of various social media platforms among different demographic segments of the population as a group project;
- Design a typical ad campaign to be launched in any one of the social media platforms;
- Analyse the trends of acceptance, brand recall of various social media campaigns among various segments of users;
- Compare the effectiveness of various ad campaigns in different social media platforms;

Reference Books:

1. Digital Marketing –Kamat and Kamat-Himalaya
2. Marketing Strategies for Engaging the Digital Generation, D. Ryan,
3. Digital Marketing, V. Ahuja, Oxford University Press
4. Digital Marketing, S.Gupta, McGraw-Hill
5. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

Web Resources:

<https://www.socialpilot.co/blog/social-media-metrics-to-track>

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VIII – CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 8.5 (A)

Credits: 05

Max marks 100

Course objectives:

- To enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations.
- To understand the organizational needs, benefits and process of creating long-term value for individual customers.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the basic concepts of customer relationship management.
2. Examine marketing aspects in building Customer Relationship Management
3. Develop analytical Customer Relationship Management and Data Mining Tools and Techniques.
4. Understand basics of Sales Force Automation Functionality and Impact of CRM on Marketing Channels.
5. Apply and measure the Effectiveness of the Customer relationship management in e-Business

Syllabus:

Unit 1:Customer Relationship Management Fundamentals:

Definition and Significance of Customer Relationship Marketing, Theoretical Perspectives of Relationship, Evolution of Relationship Marketing, Stages of Relationship, Issues of Relationship, Purpose of Relationship Marketing.

Unit 2: Building Customer Relationship Management:

Requisites for Effective Customer Acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Strategies to Prevent Defection and Recover Lapsed Customers, CRM Implementation: CRM Framework for Implementation, Implementing CRM Process, Integration of CRM with ERP System.

Unit 3:Functional Components of CRM:

Database Management: Database Construction, Data Warehousing, Architecture, Data Mining. Characteristics, Data Mining Tools and Techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center.

Unit4:Sales Force Automations (SFA):

Definition and Need of Sales Force Automation, Barriers to Successful Sales Force Automation Functionality, Technological Aspect of Sales Force Automation, Data Synchronization, Reporting Tools, Impact of CRM on Marketing Channels: Meaning, how does the Traditional Distribution Channel Structure, Support Customer Relationship, Emerging Channel Trends that Impact CRM

Unit5:Trends and Issues in CRM:

CRM in e-Business (B2B & B2C), Measuring the Effectiveness of CRM, E-CRM in Business, CRM: A Changing Perspective, Features of e-CRM, Advantages of e-CRM.

Practical Component:

- Identify the trends and issues that influence of future of CRM.
- Students are informed to identify impact of CRM on marketing channels.
- Students are supposed to form into groups and debate about the future of CRM with regards to Customer Service five years from now.

Reference Books:

1. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan: Principles of Supply Chain Management, Cengage learning, New Delhi, 2009.
2. B. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009
3. Ken, B. (2000). Customer Relationship Management: The Handbook of Key Customer Relationship Management. Prentice Hall. ISBN: 9780273650317
4. Greenberg, P. (2001). CRM at the speed of light: Capturing and keeping customers in Internet real time. Elsevier .ISBN: 0072127821
5. SarikaKulkarni, Ashok Sharma: Supply Chain Management, Tata McGrawhill Education Private Limited, 2010.

David, Stewart: International Supply Chain Management, Cengage learning, New Delhi, 2007. Peelan, E. (2005). Customer Relationship Management. Pearson Education. ISBN: 978-0273681779

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DOMAIN SUBJECT: COMMERCE

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VII –STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: 7.1 (B)

Credits: 05

Max marks 100

Course Objectives:

- To understand the Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies and identify the activities related to strategic HR Planning.
- To know the Reward and Performance management strategies and concept of Strategic Planning for HRD and overall effectiveness.

Learning Outcomes:

After completing this course, the students will be able to:

1. Examine the Theoretical Perspectives on SHRM approaches.
2. Identify the activities related to strategic HR Planning, Strategic HR Planning model, Components of the strategic plan.
3. Examine Resourcing and Retention strategies-Reward and Performance management strategies.
4. Analyze the role of strategic HRD planning and practices at all levels in the organization.
5. Inculcate the Evaluation of Strategic Contribution of Emerging Areas in HR.

Syllabus:

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 of Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

Practical Component:

- The analyze the theoretical perspectives on SHRM
- The student will be able to understand strategic planning models and HR planning models of select organization.
- Analyze the retention/Reward strategies and performance management strategies of select organization.
- The student will identify the training and development strategies as apart of case study of select organization.
- All the students have to be divided into groups and each group has to identify the human resource evaluation done in organisations.

Text Books:

1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach- Pearson Education, Asia
2. Fombrum Charles &Tichy: “Strategic Human Resource Management” - John Wiley Sons, 1984

Reference Books:

1. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House,Pune 2009
2. TanujaAgarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014
3. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi 2009

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VII –COMPENSATION MANAGEMENT

Course Code: 7.2 (B)

Credits: 05

Max marks 100

Course Objectives:

- To impart techniques and methods for competing employer – employee negotiations for arriving at optimal compensation system.
- To know the different types of compensation approaches and design competitive compensation structures.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the concept of strategic compensation management.
2. Evaluate the different types of compensation management systems followed in the organisations.
3. Know how to design compensation management system.
4. Explore the various types of employee benefits.
5. Examine the contemporary strategic compensation challenges.

Syllabus:

Unit 1: Introduction to Strategic Compensation Management:

Concept of compensation - System of compensating–compensation dimensions–concept of reward–Role of compensation in Organization,Non-financial compensation system–Concept of total reward system–New trends in compensation management–The 3-P compensation concept.

Unit 2: Compensation and Employee Behaviour:

Bases for Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy–Seniority and Longevity pay Linking Merit Pay with Competitive Strategy–Incentive Pay–Person focus to Pay.

Unit 3: Designing Compensation System:

Building internally consistent Compensation System–Creating Internal Equity through Job Analysis and Job Valuation–Building Market Competitive Compensation System–Compensation Surveys– Integrating Internal Job Structure with External Market Pay Rates–Building Pay Structures that Recognize Individual Contributions–Constructing a Pay Structure–Designing Pay for Knowledge Program.

Unit 4: Employee Benefits Management:

Components–Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation–Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program.

Unit 5: Contemporary Strategic Compensation Challenges:

Competitive Strategies–Executive Compensation Packages– Compensating Executives–Compensating the Flexible Workforce–Contingent Employees and Flexible Work Schedules–Compensation for Expatriates and

Repatriates–Strategic Issues and Choices in Using Contingent and Flexible Workers.

Practical Component:

- The student will have to identify the trends in compensation management.
- Analyze and compare the traditional and modern pay systems.
- The student will be able to build pay structures that recognize individual contributions.
- All the students will be divided in groups and each group will identify the various types of employee benefits provided in an organization.
- Case studies on flexible work schedules of successful companies.

Text Books:

1. Human Resource Management, by L.M Prasad, Sultan Chand & Sons.
2. Personal & Human Resource Management, by P. SubbaRao, Himalaya Publishing House.
3. Human Resource Management, by K. Aswathappa, Tata McGraw Hill Publishing Company Ltd.

Reference Books:

1. Handerson, “Compensation Management in a Knowledge Based World”, 2007, Pearson Ed. 9 th Ed.
2. Joseph J.Martocchio, “Strategic Compensation”, 2006, Pearson Ed Richard I 3rd Ed.
3. Milkovich&NewMan, “Compensation”, 2005, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, “Compensation Management”, 2009, Himalaya Publishing House.
5. Tapomoy Deb, “Compensation Management”, 2009, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, “Compensation Management”, 2009, Oxford University, Press.

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VII: ORGANISATIONAL BEHAVIOUR

Course Code: 7.3 (B)

Credits: 05

Max marks 100

Course Objectives:

- To impart values and beliefs from organizations perspectives.
- To improve group behavior, interpersonal, team building and communication skills.

Learning Outcomes:

After completing this course, the students will be able to:

1. Develop a compatible organizational behaviour and individual behaviour in business organizations.
2. Design effective techniques of enhancing satisfaction level of individuals
3. Create innovative and effective organizational leaders
4. Resolve organizational conflicts amicably causing reduced hardships to organisation and employees
5. Design effective stress and change management approaches

Syllabus:

Unit 1: Introduction:

Concept, nature and importance of organization and organization theory – basic elements and types of organization; organizational behaviour (OB) – concept, nature, importance and limitations; contributing disciplines to the field of organizational behavior; Models of OB.

Unit 2: Individual Behaviour:

Foundations of individual behaviour; values, attitudes, personality and emotions; methods of changing employee attitudes; values – concept, types and influence on human behaviour; job satisfaction – concept, factors and outcomes.

Unit 3: Group Behaviour:

Nature of groups; types and determinants of group behaviour; process of group formation; group norms, group cohesiveness, small groups, team building.

Unit 4: Linkage between Behaviour and Management Functions:

Decision making – process of decision-making; policy formulation; Leadership – Concept and theories of leadership; leadership styles, directing and disciplining; Motivation – nature, importance, basic motivation process; theories relating to motivation; effective communication.

Unit 5: Organizational Conflict:

Nature and implications of conflict; causes and effect; conflict resolution process and techniques; transactional analysis; work stress – coping the stress; change management.

Practical Component:

- The students can examine the different models of Organizational behavior..

- Explore the individual behavior and values of an organization by case study..
- Evaluate the effect group behavior and team building.
- The students will be divided into groups and each group will explore the linkage between behavior and management functions.
- Case study on impact of organizational conflicts.

References::

1. Robbins, Judge and Vohra, Organisational Behaviour, Pearson Education, New Delhi.
2. M Parikh and Rajen Gupta, Organizational Behaviour, McGraw Hill, New Delhi
3. C B Gupta, Organisational Behaviour, Sultan Chand and Sons, New Delhi.
4. Uma Sekaran, Organisational Behaviour – Text and Cases, McGraw Hill, New Delhi.
5. K Ashwathappa and G Sudarshan Reddy, Organizational Behaviour – Text, Cases and Games, HPH, Mumbai.
6. Kalliath Brough and O Manimalla, Organizational Behaviour, McGraw Hill, New Delhi.
7. Ricky Griffin, Organizational Behaviour, Managing People and Organizations, Cengage Learning, New Delhi.
8. Fred Luthans, Organizational Behaviour, McGraw Hill, New Delhi.
9. Uday Narain Pareekh, Understanding Organisational Behaviour, Oxford University Press, New Delhi.
10. Gupta N S, Organizational Theory and Behaviour, HPH, Mumbai

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VII –CORPORATE SOCIAL RESPONSIBILITY

Course Code: 7.4 (B)

Credits: 05

Max marks 100

Course Objectives:

- To familiarize students with basics of corporate social responsibility, provide knowledge related to company's responsibilities towards the society.
- To provide an understanding of the concept of charity, CSR initiatives in India, government programs and contemporary issues and trends and opportunities in CSR.

Learning Outcomes:

1. Examine the scope and evolution of CSR in India and review drivers of CSR in India.
2. Understand international framework for corporate social responsibility, millennium development goal and sustainable development goals.
3. Identify CSR legislations in India and the world.
4. Evaluate the level of commitment to CSR of various organizations and explain how it can be a source of competitive advantage.
5. Analyze the impact of CSR implementation on corporate culture, particularly as it relates to social issues.

Syllabus

Unit 1: Introduction to CSR:

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Concept of sustainability & Stakeholder Management. Chronological evolution of CSR in India; model of CSR in India- Carroll's model; drivers of CSR; major codes on CSR Initiatives in India.

Unit 2: International Framework for CSR:

International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

Unit 3: CSR Legislations:

CSR-Legislation In India & the world. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

Unit 4: Drivers of CSR:

The Drivers of CSR in India, Market based pressure and incentives, civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

Unit 5: Stakeholders of CSR:

Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs

that encourage voluntary responsible action of corporations. Role of Non-profit & Local Self- Governance in implementing CSR; National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.

Practical Component:

- The students have to explore the concept of CSR as a Strategic Business tool for Sustainable development of select organization.
- Review of current trends and opportunities in CSR
- All the students in class will be divided into groups and each group will have to e
- To identify the CSR legislations in India
- To explore the drivers of CSR in India
- Student will have to come with case study of Major CSR Initiatives of an organisation.

Text Books

1. Corporate Social Responsibility in India - Sanjay K Agarwal
2. Handbook on Corporate Social Responsibility in India, CII.
3. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.

Reference Books:

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst Innovative CSR by Lelouche, Idowu and Filho
3. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
4. Growth, Sustainability, and India's Economic Reforms – Srinivasan
5. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
6. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VII – INNOVATION MANAGEMENT

Course Code: 7.5 (B)

Credits: 05

Max marks 100

Course Objectives:

- To provide an overview of basic concepts related to R&D, Innovation and Innovation Management in an organization.
- To familiarize the students with various types of innovation, successful and un-successful innovation and innovation management in the organization.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the concept of management research and development.
2. Examine the nature of various R & D Projects.
3. Explore effectiveness of Research & Development management.
4. Analyze Management of innovation.
5. Know how innovation is managed within organizations.

Syllabus:

Unit 1: Introduction to Management of Research and Development:

Introduction about R&D, Traditional view of R&D, R&D Management and the industrial context, R&D investment and company success, Classifying R&D, Operations that make up R&D, Integration of R&D, Strategic pressures on R&D, Technology Leverage and R&D strategies,

Unit 2: Managing R & D Projects:

Allocation of Funds to R&D projects, Setting R & D budgets, levels of Expenditure. Changing nature of R&D management, organizing Industrial R &D, Acquisition of external technology, Forms of External R&D.

Unit 3: Effective Research & Development Management:

Managing scientific freedom, Link with product innovation process, effect of R&D investment on products, Evaluating R&D progress and evaluation criteria.

Unit 4: Innovation Management:

Importance of Innovation, Innovation & Invention, Successful & Un-Successful innovations, Types of innovations, Innovation Management process.

Unit 5: Managing Innovation within Organizations:

Organizations and Innovation, Organizational Characteristics that Facilitate Innovation, Organizational Structures and innovation, Role of Individual in Innovation, IT Systems and their Impact on Innovation.

Practical Component:

- The students can examine the classification of different R & D Activities.
- Explore the acquisition of external technology done by select organization.
- Evaluate the effect of R & D investment on products.
- The students will be divided into groups and each group will explore the different types of innovations.
- Case study on impact of innovations of successful companies.

Text Books

1. Paul Trott, Innovation Management and New Product Development, Pearson, 4th Edition.
2. Shlome Mittal, D.V.R. Seshadri, Innovation Management: Strategies, Concepts and tools for growth and profit, Sage Publications.

Reference Books:

1. V.K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, Paper Back.
2. William L.Miller& Langdon Morris, Fourth Generation R&D, Managing Knowledge, Technology and Innovation, Wiley India Edition.
3. V.K Narayana, Gina Colarelli, Encyclopedia of Technology and innovation Management, John Wiley & Sons Publication.

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VIII – ORGANIZATION DEVELOPMENT

Course Code: 8.1 (B)

Credits: 05

Max marks 100

Course Objectives:

- To familiarize the students with the concepts, theories and process of organizational development.
- To create a mind-set of planned change, Techno -structural and strategic interventions for Development of organization through organizational transformation

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the concept, history, evolution, growth and relevance of Organizational Development.
2. Examine the models and theories of Organizational Development, and understand the significance of managing Organizational Development process
3. Analyze the human process interventions of Organizational Development,
4. Examine the techno-structural interventions of Organizational Development,
5. Study the strategic interventions of Organizational Development,

Syllabus

Unit 1: General Introduction to Organizational Development:

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution- Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

Unit 2: Foundations of Organizational Development:

Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work-Parallel learning structures.

Unit 3: Managing the Organizational Development Process:

Diagnosis - The six-box Model-The action component-OD interventions and their nature-Anoverview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions.

Unit 4: Human Process Interventions:

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions. Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

Unit 5: Techno-Structural and Strategic Interventions:

Techno-structural interventions: Structural Design-(i) Restructuring organization-Downsizing Reengineering

(ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach-System Approach. Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations-Organizational Learning.

Practical Component:

- The student can identify the history and evolution of Organizational Development.
- Explore the models and theories of planned change.
- Identify the techniques and exercises used in Team interventions.
- Students can perform role play on role negotiation techniques and process.
- Case study on techno-structural and strategic interventions of successful organisations.

Text Books:

1. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2006, Pearson Education.
2. Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.

Suggested Readings:

1. Thomas G. Cummings, Christopher G Worley, “Organization Development and Change”, 2007, Thomson, 8th Ed.
2. Reider Dale, “Organization & Development — Strategies, Structures, and Process”, 2006, Sage Publications, New Delhi.
3. Kavitha Singh, “Organization Change & Development”, 2005, Excel Books.
4. R. Sullivan, Gary Mclean, Jossey Bass. Brown, “Practicing Organization Development’, 2006, Pearson Education.
5. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development-Intervention and Strategies”, 2006, Response Books.

ANDHRA PRADESH STATE COUNCIL OF HIGHER EDUCATION
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PROGRAMME: FOUR-YEAR B Com. (Hons)
DOMAIN SUBJECT: COMMERCE
Semester-wise Syllabus under CBCS (w.e.f. 2020-21 Admitted Batch)

GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VIII – PERFORMANCE MANAGEMENT

Course Code: 8.2 (B)

Credits: 05

Max marks 100

Course Objectives:

- To familiarize the students with various approaches to measure performance and facilitates studying different methods of performance appraisal.
- To provide knowledge of the processes, performance bench – marking and frameworks of Competencies and gives understanding of various performance metrics and models.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the concepts of PM, performance appraisal and impact of HRM practices on performance.
2. Identify different methods of performance appraisal.
3. Examine the various performance benchmarking methods.
4. Analyze competency mapping and pay plans and steps in designing performance metrics.
5. Understand different models of organizational performance

Syllabus:

Unit 1: Introduction:

Definition, scope of PM. Performance Appraisals. Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs. Performance Targets. Trait, Behaviour and Results approaches to measuring performance. The impact of HRM practices on performance.

Unit 2: Performance Appraisal:

Assessment centre-psychometric tests. Role Play–Self-appraisal-360 Degree appraisals-Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behaviour and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement. Performance review, Performance analysis.

Unit 3: Performance Bench marking:

Human information processing and performance loop, performance shaping factors–Yerkes– Dodson’s Law-Corporate performance management-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

Unit 4: Competency mapping and Pay Plans:

Competency Mapping–Mercer’s Human Capital Wheel–Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model. Competency causal flow model-Competency gap–Competency Assessment-Balanced Score Card framework.

Unit 5: Performance Metrics and Models:

Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert's performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model–Manager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg's Integrated model of PM, Sears model for organizational performance.

Practical Component:

- The students can identify impact of HRM practices on performance.
- Students can explore the various performance appraisal methods.
- All the students are divided into groups. Each group of students has to identify performance audit followed by a select organisation.
- Case study on performance improvement models of successful organisations has to be presented by students.
- Examine the Spangenberg's Integrated model of PM and Sears model for organization performance.

Text Books:

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI.
3. A.S. Kohli & T. Deb, "Performance Management", 2009, Oxford.
4. H. Aguinis, "Performance Management", 2009, Pearson.

Suggested Books:

1. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.
2. A.M. Sarma, "Performance Management systems", 2010, HPH.
3. B.D. Singh, "Performance Management systems", 2010, Excel books.
4. S. N. Bagchi, "Performance Management", 2010, Cengage.
5. M Armstrong, "Performance Management & Development", 2010, Jaico.
6. Prem Chadha, "Performance Management", 2009, Macmillan.
7. Joe Willmore, "Performance Basics", 2004, ASTD Press.

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PROGRAMME: FOUR-YEAR B Com. (Hons)
DOMAIN SUBJECT: COMMERCE
Semester-wise Syllabus under CBCS (w.e.f. 2020-21 Admitted Batch)

GROUP C: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VIII – INDUSTRIAL RELATIONS

Course Code: 8.3 (B)

Credits: 05

Max marks 100

Course Objectives:

- To develop an understanding of labour management relations in an organization.
- To impart knowledge on the code of conduct and resolution of industrial disputes.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the industrial relations and its evolution.
2. Develop labour management skills.
3. Resolve industrial disputes in an amicable way to enhance harmonious employee employer relations.
4. Design effective ways to improve industrial relations.
5. Understand the functioning of trade unions and their role in improving industrial relations

Syllabus:

Unit 1: Industrial Relations:

Concept, Determinants of Industrial Relations; Perspectives of Industrial Relations; Evolution of Industrial Relations. Origin and Development of Industrial Relations. Economic Restructuring and Industrial Relations Systems in India.

Unit 2: Public Policy on Industrial Relations in India:

Constitution and Labour, Industrial Policy Resolutions; Five Year Plans; Tripartism: Indian Labour Conference; Standing Labour Committee; Industrial Committees; Wage Board; Evaluation and Implementation of Committees; Voluntarism; code of Discipline and code of Conduct; Industrial Trade Resolutions.

Unit 3: Labour Management Cooperation in India:

Works committees; JMCS; Worker's Participation in Management; Worker Director; Employee Grievance Redressal System; Industrial employment Standing Orders and its Role in Industrial Relations; Management of Discipline in Industry; Misconduct; Process of Domestic Enquiry and Punishment.

Unit 4: Industrial conflict:

Causes, Manifestation, measures of conflict resolution, Industrial Dispute Act, Industrial Relations System in U.K., U.S.A., and Japan. Recent Trends in Industrial Relations.

Unit 5: Trade Union movement:

Historical development; growth of trade unions in India; Problems of Trade unions; challenges before trade unions Recognition, Leadership, Political involvement, Inter and Intra Union Rivalry, Finance, Trade Union Structure; National Trade Union Federations; Emerging Trends in Unionism in India

Case Analysis: The Question Paper shall have a compulsory question on Case Analysis.

Reference Books:

1. Dunlop, John t., Industrial Relations System, Host, New York.
2. Monappa, Arun, Industrial Relations, Tata McGraw Hill Pub.Comp. Ltd., New Delhi.
3. Chaterjee, N.N Industrial Relations in India 's Developing Economy, Allied Book Agency, New Delhi 4.
- Joseph, Jarome, Industrial Relations, Global Business Press, New Delhi.
5. Sharma, A.M. Industrial Relations, conceptual and Legal Framework, Himalaya Publishing House, Mumbai.
6. Kennedy, V.D Unions, Employers and Government, Manaktalas, Bombay.
7. John niland, Chrissieverevis and Russell Lansburg, The future of Industrial Relations, Sage, Pub. London.
8. Poole Michael, Industrial Relatilons : Origins and Patterns of National Diversity; Routledge & Kegan Paul, London .
9. Keer, Clerk and Staudohar, paul D., Industrial Relations in a New Age, Jossey – Bass publishers, San Francisco.
10. Bamber Greg J. and Lansbury, Russess D., International and Comparative Industrial Relations, Allen and Unwin, London.
11. Government of India , Report of the National Commission on Labour in India ; Government of India ; Government of India , New Delhi .
12. Government of India, Indian Labour yearbook, Labour Bureau, Government of India, New Delhi.
13. Sodhi, J.S and Ahluwalia (ed), Industrial Relations : Coming Decades, Sri Rama Centre for Industrial

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DOMAIN SUBJECT: COMMERCE

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT

SEMESTER VIII – ENTREPRENEURIAL FINANCE

Course Code: 8.4 (B)

Credits: 05

Max marks 100

Course Objectives:

- To understand the role of Entrepreneurial Finance, Planning and valuation.
- To provide an understanding of financial planning, venture financing and financing for the growing ventures.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the role of entrepreneurial finance, pricing and profitability considerations.
2. Examine various operating schedules and evaluate financial performance.
3. Evaluate components for organizing & operating the venture.
4. Analyze the importance of finance in venture life cycle and examine mechanism & methods of venture valuation.
5. Assess agencies for financing the growing ventures.

Syllabus:

Unit 1: Finance for Entrepreneurs:

Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance - The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

Unit 2: Organizing and Operating the Venture:

Financing a New venture, Seed, Start-up and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.

Unit 3: Financial Planning:

Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

Unit 4: Venture Valuation:

Valuing early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

Unit 5: Financing for the Growing Venture:

Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Practical Component:

- The student can examine the screening of venture opportunities.
- Analyze the preparing and use of financial statements.
- Explore the types and costs of financial capital.
- Analyze the basic mechanics of valuation.
- Case study on financing alternatives of a company

Reference Books:

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata McGraw Hill, 2014.
3. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
4. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
5. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

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GROUP B: MARKETING AND HUMAN RESOURCE MANAGEMENT
SEMESTER VIII – START-UP MANAGEMENT

Course Code: 8.5 (B)

Credits: 05

Max marks 100

Course Objectives:

- To familiarize the students with new venture creation opportunities, its resources, and requirements for enterprise Start-up.
- To provide an understanding of survival, growth and dealing with exit and failures of start-ups.

Learning Outcomes:

After completing this course, the students will be able to:

1. Understand the concept of a start-up Enterprise and government initiatives.
2. Analyze start-up capital requirement and various legal factors.
3. Interpret feasibility Analysis towards funding issues.
4. Assess growth stages in new venture and reasons for scaling ventures.
5. Evaluate financial stability and decide on expansion possibilities.

Syllabus:

Unit 1: Start-up opportunities:

The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices - The Rise of The start-up Economy - The Six Forces of Change- The Start-up Equation – The Entrepreneurial Ecosystem – Entrepreneurship in India. Government Initiatives.

Unit 2: Start-up Capital Requirements and Legal Environment:

Identifying Start-up capital Resource requirements - estimating Start-up cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Start-up financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

Unit 3: Start up Financial Issues:

Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding start-up's with bootstrapping- crowd funding- strategic alliances.

Unit 4: Start-up Survival and Growth:

Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture.

Unit 5: Planning for Harvest and Exit: Dealing with Failure:

Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

Practical Component:

- Explore the various Government initiatives for creating entrepreneurial ecosystem in India.
- Explore various financing and legal environment.
- Analyse the different types of funding for startups
- Case study on reasons for failure of new ventures.
- Case study on companies which went for IPO.

Text Books:

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2. AnjanRaiChaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.

Reference Books:

1. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
2. Steven Fisher, Ja-nae' Duane, The Start-up Equation -A Visual Guidebook for Building Your Start-up, Indian Edition, McGraw Hill Education India Pvt. Ltd, 2016.
3. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
4. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009